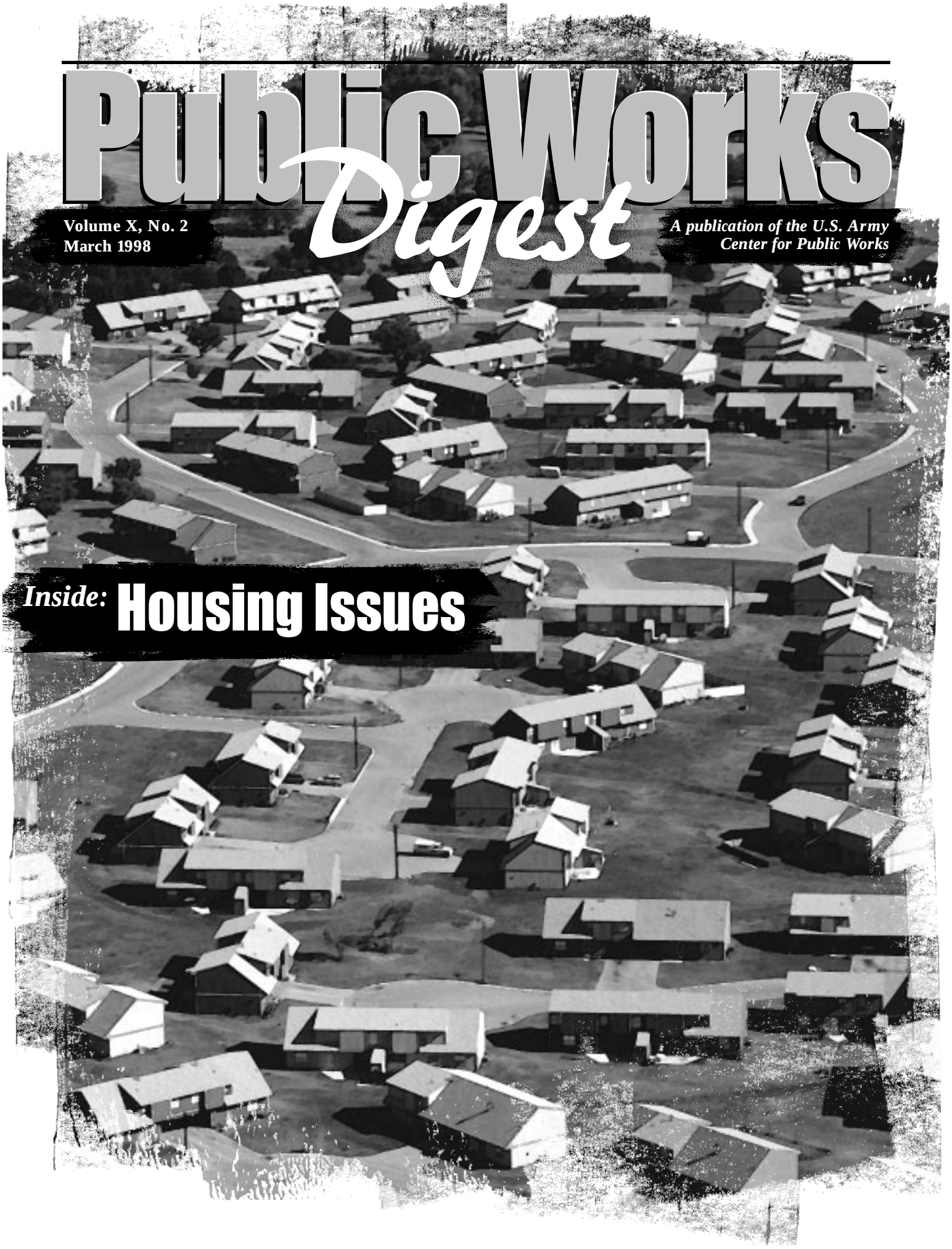
Public Works Digest

Volume X, No. 2
March 1998

A publication of the U.S. Army Center for Public Works



Inside: **Housing Issues**

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Housing

Installation Management

Safety

Environment

Professional Development

Energy

Public Works Digest is an unofficial publication of the US Army Center for Public Works, under AR 360-81. Method of reproduction: photo-offset; press run: 3,000; estimated readership: 40,000. Editorial views and opinions expressed are not necessarily those of the Department of the Army.

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Printed on recycled paper.

Bob Doyel, Greg Monroe and Cathy Moss cover the world for the Corps' Homeowners Assistance Program.

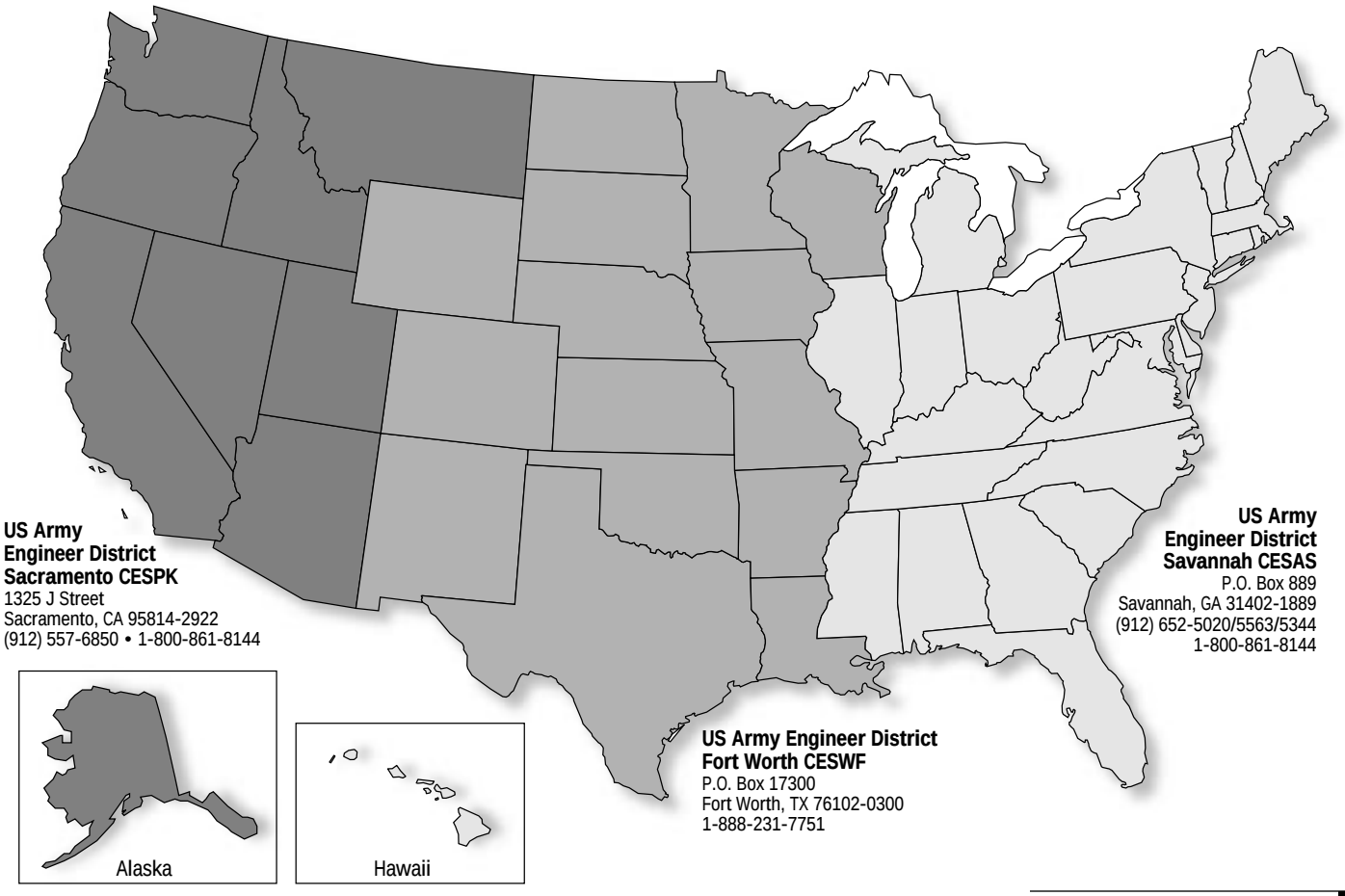
Homeowners Assistance Program grabs PHMA members attention

by Penelope Schmitt

PHMA (Professional Housing Management Association) members assign quarters, find rentals, even connect military families with realtors. But what can they do when BRAC or downsizing forces their military customers, civilian families—even themselves—to sell homes at a big loss? The Homeowners Assistance Program (HAP) managed by the U.S. Army Corps of Engineers, can help homeowners in impacted areas avoid catastrophic losses on their homes.

Three Corps Real Estate officials traveled to Tulsa recently to explain the program to participants at the annual Professional Housing Management training seminar. PHMA response to their presentation was nothing short of wildly enthusiastic.

"Thank you so much for coming!" several said. "I'm so glad to find out about this program!" others respond- ➤



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CVI surges forward

by Penelope Schmitt

There's no longer anything tentative about the Army's Commercial Venture Initiative (CVI) in housing. According to Ted Lipham, of the Assistant Chief of Staff for Installation Management's (ACSIM's) Army Housing Office, more than half the Army's housing will enter the program in FY 1998.

That's right, 60 percent of CONUS family housing units are already slated to move into the CVI arena. This totals 53,000 of the Army's 90,000 homes in the continental United States.

Why? Because the gap between funding and housing needs could better be described as a yawning abyss. The annual unfunded gap is close to a half billion dollars, Lipham said. The funding to support housing has fallen far faster than the inventory, despite aggressive efforts on the part of the Army to divest itself of failed or failing facilities. Fully 75 percent of the units owned by the Army are nonstandard by today's criteria. And soldiers who choose to live off base are losing the BAQ compensation battle.

All the way around, the current program is not doing an adequate job of maintenance, revitalization, reinvestment, or support for soldiers who choose to live on the local economy.

For these reasons, the Office of the Secretary of Defense (OSD) has directed that all housing be brought up to standard by the year 2010. By the beginning of May, ACSIM must submit its plan to OSD. Installations and Major Commands will be submitting input for the plans.

The goal will be to combine new construction and turnover of government units to contractor maintenance combined in a CVI package that will better support soldiers and their families.

As a first step, contractor personnel will make on-site visits to CVI sites to make initial evaluations. They will inventory the houses, identify the necessary revitalization tasks, and identify

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ed. Not only did PHMA members learn how to help housing customers, some learned how to help themselves. One happy PHMA member walked away from the exhibit with renewed hope for selling his home in Hawaii, which has dropped more than $100,000 in value due to realignments there.

What is the program and how does it work? HAP provides for some monetary relief for military and civilian personnel faced with losses on the sale of their primary residence when property values decline in an area due to base closures or realignments.

The government, under HAP, can reimburse homeowners for part of the loss from selling their home, buy the home by paying off the mortgage, or help people who are forced to default on their mortgages.

To be eligible, the military or civilian employee must be relocating beyond commuting distance from the area, and have been assigned at or employed near the installation announced for closure or realignment. Benefits can apply for a period of time *after* a person has sold or lost a home and moved away from the area.

"That's why it was so important for us to be here!" said Greg Monroe, HAP representative for the Eastern U.S. and Europe. "We know there are thousands of eligible people out there who haven't applied. We think military housing managers are a great resource for helping us to contact folks."

Greg Monroe talks to a housing manager about the HAP Program.

Where are HAP programs active today? The Army communities affected include Fort Ord, California; Oahu, Hawaii; Fort Polk, Louisiana; Fort Devens, Massachusetts; and Seneca Army Depot, New York. Many other communities are affected.

Regional HAP managers know the details, and can answer questions about individual communities. They are:

- Eastern U.S. and Europe: Greg Monroe, Savannah District HAP Office, (912) 652-5020 or 1-800-861-8144.
- Central U.S., Cathy Moss, Fort Worth District HAP Office (817) 978-4047 or 1-888-231-7751.
- Western U.S. and Pacific Rim: Bob Doyel, Sacramento District HAP Office (916) 557-6850 or 1-800-811-5532. PWD

Penelope Schmitt is the Chief of the DPW Liaison Office at CPW.

what must be replaced with CVI housing.

"We haven't yet found a site that won't work," Lipham said.

The first Army project is slated to take place at Fort Carson, Colorado. The winning proposer will revitalize 1,824 sets of quarters and build 840 new homes. The contractor will revitalize or build and maintain and operate the homes for a period of 50 years for less than $10 million.

The cash flow that will support these ventures is based on soldiers BAQ. "We think, with this steady funding stream, we are going to get beyond what we now expect."

Yes, there are some non-maintenance and non-construction issues still being addressed as the Army works through its first site implementations. What about housing assignments and terminations? Who do residents call about a dog barking? Who is responsible for fire and police services? Who will staff and manage the CHRRS office on the installation?

According to Lipham, the Request for Proposal on the local CVI program can be written to determine the answers to many of these questions. Fire and police protection remain an issue. "The mechanics are difficult," Lipham admitted, "but the contractors would pay the costs."

For soldiers living outside CONUS, the Army Housing Office is planning to stand up an Overseas Housing Authority (OHA). Legislation to establish the authority is in process now. The original site will be Mannheim in Germany, with five more sites to follow over the next five years. Korea wishes to join the venture as well. The OHA will be funded by construction and seed money to stand up the NAFE organization that will administer soldiers BAQ to support overseas housing.

The initial concept for the project came from a visit to Australia several years ago. "We liked what we saw, and we're trying to bring that back to the U.S.," Lipham said. "Much of the program's design came straight from Australia. They have some special advantages—their funding is totally off budget—it's no-year money, like a private corporation. They have one advantage that we don't—they design housing to several quality levels—they have an A, B, C, D level house, and soldiers have some flexibility to choose what type they live in, according to means and needs. Here, we have to tie every house to every type and level of BAQ. It's more complex."

Asked what the measures for the success of the program would be, Lipham explained that CVI wasn't a test any longer. "The truth is, under present funding schemes, the housing revitalization schedule would be about a 130-year cycle for CONUS and 300 years for overseas housing. That makes no sense at all. What we are trying to do is something that will at work!" PWD

Privatization forum sparks Debate

by Penelope Schmitt

TULSA, Oklahoma, *February 20 1998*. Housing Privatization—Is it as risky as scaling Everest, or just a walk in the park? The Professional Housing Management Association (PHMA) gathered leaders, developers, installation housing managers, and Defense housing leadership to take a cool look at the task ahead. Their assessment? It's mountainous, but not impossible.

First Consultant: *"Privatization is an Emperor without clothes!"*

Second Consultant: *"This privatization initiative is the most exciting effort in Government reinvention going on today!"*

Most agreed that housing privatization is truly the last option standing to answer the need for massive investment in the Defense Housing stock. Asked why the Business Occupancy Program (BOP), highly successful at some CONUS installations, couldn't cure housing ills, CVI Team member Ted Lipham's answer was simple—"*Six billion dollars!*"

Neither BOP alone nor transformation of BOP into a NAF-type organization in charge of housing could expect to command that level of funding. Leveraging private sector buying power has to be the answer.

Dave Lyon, formerly of TRADOC DCSBOS, agreed. "When legislation came down, I thought the idea would sink. But the pressures are too great—privatization is the only way. The services are taking it a step at a time, but they are doing the right thing."

Though deadlines for outsourcing loom, the services are still grappling with a variety of approaches. The Navy won't divest land "unless it's excess." The Air Force may consider allowing communities to become partners in the process in some locations. They're also willing to consider requiring residents to pay utilities out of pocket.

A developer: *"You wanted us to stay inside basic allowance for housing, but told us we couldn't propose stacked units. How are we supposed to deal with this!"*

AF spokesman*: "It's a lesson we've already learned from you!"*

Navy spokesman*: "We now put an E3 in four or five bedroom units at no cost to the family. Yes, we'll try to offer different types of housing for different pay bands, but servicemembers will be making up or down choices based on their personal economic situations!"*

All are vigorously debating the question whether—or how—to assist lower grade enlisted soldiers with families. More apartment-style housing is the likliest answer, yet none of the services are

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ready to completely abandon families to local market pressures. In the future, military families can hope for more, newer housing, that will match the type of housing they'd likely be able to afford on the economy—apartments, townhouses or detached homes. Out of pocket costs will be kept low, but may not be altogether avoidable.

An installation official: *"We've been talking to the city government about setting up a Military Housing Authority that could float bonds, include military on its board, save money. Response from Washington has been pretty negative."*

Determining the right housing mix is a Commander option—and a challenge. LTC Doug Yates, of the Garrison Command at DLI & FLC Monterey, offered a novel approach. "If you've got a complex problem, go to the guys who love complexity!" he said. "We asked the Navy Postgraduate School to run us an analysis. They did, using 27,000 variables. No kidding!" The results were a community concept slightly less attuned to the military hierarchy for enlisted and company grade housing, slightly more calibrated for family size.

Don Spigelmeyer, Army CVI Team: *"Housing and schools on post bring $2,000 per student in impact aid to the community. The same off post brings only $200 per student. You bet communities care how this is done!"*

Developers and lenders found the forum an instant education in the hows and whys of military culture. Their frustrations centered around the lack of uniform approaches among the services, and the lengthy Request for Proposal process.

In answer to the big "why?" from developers who see the "obvious" logic of regional, multiservice community projects, Craig Wallwork of Picerne Real Estate Group spoke up for the services. "They are our customers," he said. "We have to respond to their individual wishes and needs as we would to any other set of customers." Wallwork, formerly the Marine Corps' representative to the Defense Housing Revitalization Support Office (HRSO), understands that "purple" housing is not yet on the military horizon.

Ted Lipham, CVI Team: *"We're launching many projects at the same time. Can you handle this? Are there enough developers to do several 5,000-unit projects? Enough dollars out there?*

Mike Sedivy, GE Real Estate: *"We have $17 billion in real estate alone."*

Craig Wallwork, Picerne Real Estate Group: *"Focus on the companies that already have 80 or 100 thousand unit portfolios. Smaller companies should partner with more experienced players.*

Timelier contracting processes were an issue everyone wants to see cleared up. Michael Sedivy of GE Capital Real Estate said, "We can put out the money—but markets change quickly. We have to move our money fast!" The long time lines and high costs of responding to an RFP troubled most industry participants. "Our interests ARE aligned!" Sedivy said, pleading with DoD to cut back on the numerous checks in the contracting process.

His advice, to "**trust**, but verify," met a carefully-explained response from MAJ Scott Campbell, of Omaha District, the contract officer for the Fort Carson CVI project. His emphasis? "Trust, but **verify,"** and protect government and proposers from show-stopping protests that cost more time and money in the long run. Campbell also said that government was learning how to evaluate proposals from "single asset entities," the large, combined business partnerships that must be created simply to design, build, manage, and maintain 2,000- to 7,000-unit communities.

A lender: *Every ratchet in the cost of letting the contract affects the product soldiers will get—the garage turns into a carport and that becomes just a driveway as costs rise!*

"We will see a reduction in the timeline as we learn," he said. "Environmental projects that now take us six months start to award used to take 18 months just to go to solicitation." While each project is unique, information-sharing across DoD should begin to cut the time from current two-years plus levels.

Conferees also agreed that a two-step RFP process would be best. Thus proposers could test the waters at the $10 thousand plus level elimination round, rather than complete 95 percent design and submit a $250 thousand plus package with only limited hope of winning the bid.

Other speakers at the forum addressed issues that included: Complex tax consequences of private improvements on public land, government loan guarantee programs to protect developers and lenders against BRAC. Bill Palm, HRSO partner, explained how the government is responding to the huge complexities: "Contracts are being written now that anticipate proposed legislative changes to support government payment of accrued interest as a part of loan guarantees—it's a lesson we have already learned." On the business side, he urged developers to consult their own tax lawyers for local as well as federal tax issues.

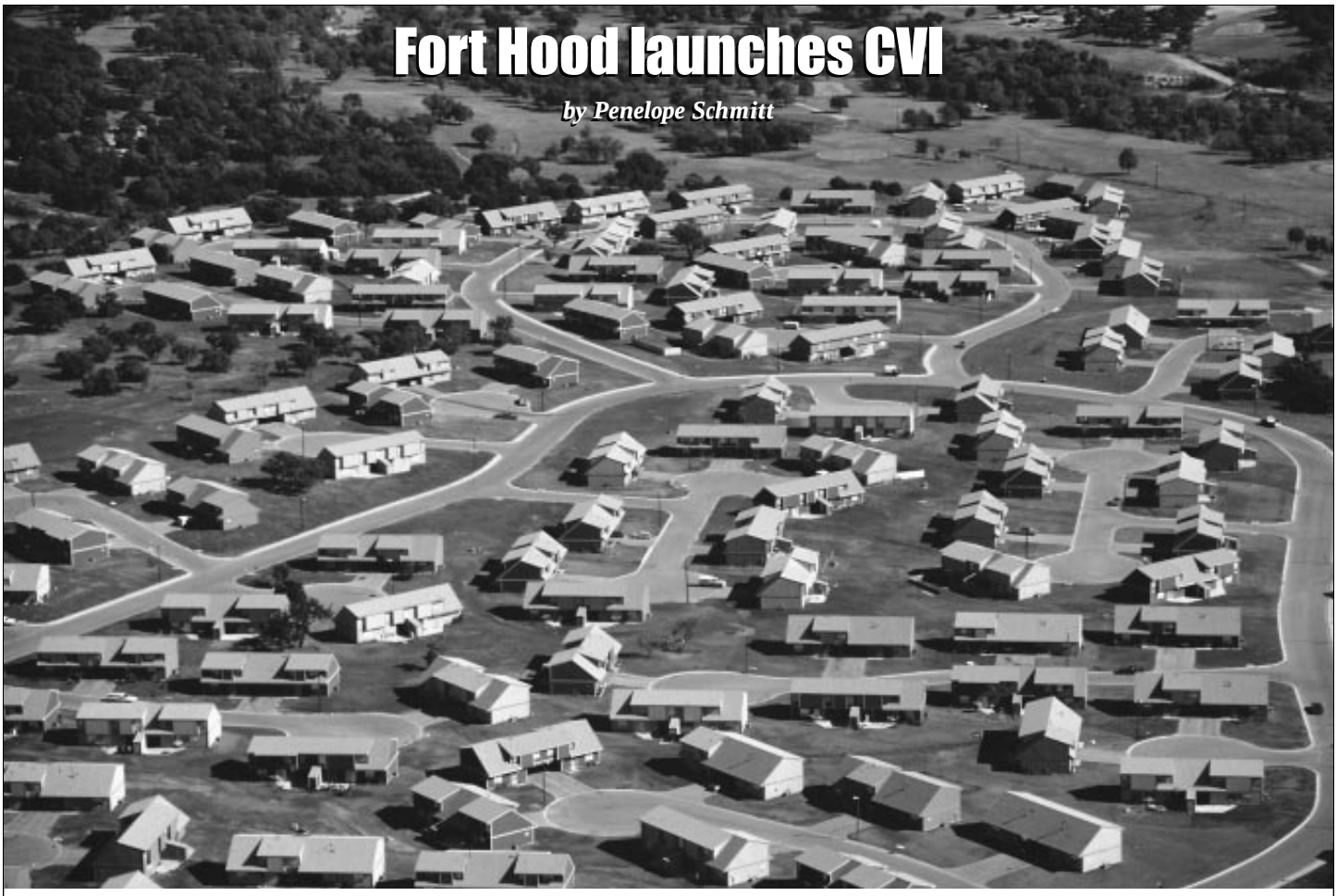
BG (Ret.) Bob Herndon, President, PHMA: *"Members of PHMA are very anxious about these initiatives. We see jobs in jeopardy! How does the private sector propose to use the great talent pool our members offer?"*

An especially sensitive topic centered on potential in private sector careers for PHMA members. One industry spokesman drew scornful laughter from housing managers when he posited a lowball salary estimate for community management in a southern, rural location. BG (Ret.) Herndon later said, "I checked this out with five contractors afterwards. They all revised that estimate upward by about $20,000." However, Herndon also urged PHMA members to be wide awake to the need for training, professional certification, and flexibility in the face of coming dramatic changes in the Defense Housing arena.

As the exchanges highlighted in this article indicate, all players are caught up in a turbulent creative process. The results are still to come—but prospects for military families stuck in substandard off post housing look better than they have for years. PWD

Fort Hood launches CVI

by Penelope Schmitt



Fort Hood has twelve housing areas, including Comanche Village. (Photo by Mark Valentino)

KILLEEN, Texas, March 3, 1998— They're contracting out one of the Army's biggest home towns: Fort Hood, Texas. This week, the largest land-based installation in the United States made its first steps in a giant Capital Venture Initiative, holding an Industry Forum for prospective lenders, builders and property managers.

The Corps of Engineers Fort Worth District, who will act as the contracting agent for the CVI, sponsored the meeting, attended by about 175 military, state and local government, and private sector participants. The forum is intended to introduce all parties to the specific requirements for housing, tour the installation, and gain insight into some of the unexplored or unresolved issues surrounding the CVI process.

Officer housing at Fort Hood.

"We anticipate that these industry forums will become less necessary as we all become more experienced with this process," Dr. Rebecca Griffith explained. Griffith is the Corps Program Manager for the huge venture. "But right now, everyone concerned has a lot of questions. The first program, at Fort Carson, has not yet been brought to final award. We won't know all the lessons learned from that project until the blackout surrounding the procurement-sensitive period ends."

What's more, each project in the CVI program will have many unique features. COL Richard Craig, DPW at Fort Hood, pointed out that sheer size distinguishes the Fort Hood project.

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"This is twice as big as the Fort Carson project, and three times the size of Lackland Air Force Base," he said. The installation will turn over 12 village-sized housing areas, with a total of more than 5,000 homes, to a private entity. The Army is asking contractors to maintain more than 4,000 existing homes, tear down 700, and—over the next five to eight years—build 1,000 new homes. The clincher? During that time, the contractor will also maintain the number of available housing units at the 5,000-plus level now existing on Fort Hood.

"Why put such a big project so early in the CVI process?" an audience member asked. "Fort Hood's housing is 30 years old, on average," Robert Erwin, the installation's CVI team leader, explained. "We have 700 units that need to be outright demolished, and we have a 300-unit deficit, as determined by an AAA audit. What we need is 1,000 new, four- or five-bedroom units for enlisted soldiers and their families. We need them soon—not in the 60 or more years it would take under the normal appropriations process."

Tax issues raised many questions. Glenda Aguirre, of the Texas Comptrollers' Office, answered questions about state sales taxes, property tax, and labor issues. "Each project will have unique tax issues," Griffith said. "While Housing Revitalization Support Office folks ask proposers to consult their own tax lawyers on these issues, I believe that we also have to learn more and work with proposers to make sure we get the best Request for Proposal (RFP) we can."

Mark Meranda, former ACSIM Director of Housing and Facilities, strongly agreed. "We have to work together on this issue," he said. "For example, under this CVI you are asking contractors to reimburse the government for fire and police protection and refuse collection. Normally that's what your local taxes support. School taxes are another issue. If contractors are paying the tax—why should they pay again? That's double-taxing them."

Maintenance contractors asked how they would know what kind of job they were proposing to take on. "You will have complete data," Erwin said. "We can and will give you equipment records down to the serial number for every appliance in the houses and for the equipment used to maintain them." Contractors also wanted to know about infrastructure. "Main thoroughfares will be the installation's responsibility," Erwin said. "But all the streets, sidewalks, and utilities within the neighborhood areas will be under the contract. Maintaining and renewing that infrastructure will be part of your responsibility."

Pershing housing area, Fort Hood.

Other potential contractors asked questions about Davis-Bacon wage requirements, the government's loan-guarantee program, soldier pay issues, historical and General Officers Quarters, and community facilities.

Private sector participants did not hold the exclusive franchise for questions. Members of the CVI team and the Corps contracting team also had concerns. Dr. Griffith set up small group meetings to gain feedback on several issues important to the process, including—

- What strategies and tools should be built into the contract to create incentives for excellence in operations and maintenance for the life of the contract?
- How will payment-in-arrears of rents affect the contractor? Soldiers receive Basic Allowance for Housing (BAH) at the end of the month; thus, the government has stipulated that rents will be paid at the end of the month rather than at the beginning.
- The Army proposes to cap the developers' responsibility for reimbursement of utilities. It is expected that this cap would need to escalate over the life of the contract. What do industry proposers consider an appropriate basis for calculating an escalation factor?
- Does the lengthy build-out period (up to eight years in the construction phase) in the Fort Hood proposal affect the availability of contractor financing or the quality of the proposals?

The meeting's main question-and-answer session closed officially at three on Wednesday afternoon, but conferees continued to wrestle off-line with the many questions raised in the public forum. "We hope to award a contract by March, 1999," Griffith said. The RFP will be issued in August 1998.

"It's critical that we gather the best information that we can,"Griffith said. "The feedback from our small group meetings has been helpful. We also need to learn all we can from the effort Omaha District has made on Fort Carson's behalf. I'm pleased that a team from Seattle District has been here this week to learn from what we are doing. They will be taking on the Fort Lewis CVI within the next few months. Information sharing is the only way we are going to make this process easier and smoother for everyone. The goal is homes for soldiers. We are doing all we can to make that happen as soon as possible."

POC is Dr. Rebecca Griffith, Fort Worth District, U.S. Army Corps of Engineers, (817) 978-3389. PWD

Family housing privatization: lessons from the 1950s

by Dr. William C. Baldwin

The concept of family housing privatization is not new. The idea originated in the late 1940s in response to the large peacetime military forces required by the Cold War. Unwilling to pay for large numbers of housing units after the enormous expenses of World War II, Congress and the administration turned to the private sector for help in financing housing construction.

From 1949 to 1955, privatization schemes proliferated. While each program was different, the privatization efforts can be grouped in a few categories: mortgage insurance, leasing, rental guarantees, and even barter. In the surplus commodity program, the United States traded surplus agricultural commodities for military family housing overseas.

The other programs were more conventional. In the Wherry program, named for Senator Kenneth Wherry, a Republican from Nebraska,the government insured mortgages for private developers who built and maintained rental housing for military families who opted to rent the housing.

In its successor program, also named after a Republican senator, Homer Capehart from Indiana, the government insured mortgages obtained by private developers who built the housing and then turned it over to the services. Like millions of new home owners in the post-war housing boom, the services paid off the mortgage and maintained the housing.

Congress first authorized short-term leases of housing when military personnel assigned to Nike missile installations had difficulty finding affordable housing in the urban areas where the missiles were located. By the late 1970s, Congress became disenchanted with leasing in the U.S., but allowed the services to rely on it heavily overseas. In 1983 Congress revived domestic leasing with the long-term, build-to-lease program.

Rental guarantee programs promised developers high occupancy rates for a specified period if they would build and maintain housing for military families. In the 1950s rental guarantee housing was restricted to overseas, but in the 1980s, the Defense Department experimented with rental guarantees in the U.S.

These varied housing privatization programs produced a DoD housing boom in the 1950s and vastly expanded the military family housing stock, yet most of the programs are now historical relics, except for the aging housing they left behind. There is no simple explanation for why many of the privatization programs of the 1950s disappeared. Each fell victim to a variety of maladies ranging from the smallest technical details to the largest political and diplomatic trends.

The Wherry program was the most dismal failure, although it did produce the second largest amount of military family housing in the 1950s. The program was so poorly conceived that the Secretary of Defense suspended its operation after a few months and appointed a commission of housing specialists to examine it.

The commission noted that the expectations of Congress and the developers were fundamentally at odds. Congress and the administration wanted developers to build housing units which cost an average of $9,000, with $900 from the developers and $8,100 covered by federal mortgage insurance. It was clear to the commission that developers planned to build units for $8,100 or less, but no one proposed a solution to this problem. After three years, Congress began to complain of "windfall profits," and developers protested that "many government employees consider it a crime for private enterprise to realize a profit." When Congress finally demanded that developers reimburse the government for their windfall profits, the program collapsed.

The Wherry program had another flaw. Military families rented Wherry housing voluntarily, which meant that rents had to be comparable to housing allowances. But the rents for Wherry housing were determined not by the amount of the housing allowances, but by the amount necessary for the developer to pay off his mortgage, maintain the property, and make a profit. Everyone acknowledged that Wherry rents would exceed the housing allowances of most service members. As their expenses increased, Wherry owners raised their rents, making the already small and cheaply built housing even less attractive to military families.

After the Wherry program collapsed in 1954, the government struggled for years with the problem of what to do with this housing. Ultimately, the services bought most of it, turning private rental housing into government quarters, and combined many of the small units into larger, more livable housing. Although the Wherry program provided thousands of units of desperately needed military housing, it was an endless headache for the government and the developers.

Capehart housing at Fort Dix, New Jersey. (Photo courtesy of the Office of History)

Wherry housing at Fort Dix, New Jersey. (Photo courtesy of the Office of History)

Both the Wherry and the overseas rental guarantee programs required the developers to operate and maintain the housing. Under the overseas program, DoD persuaded foreign developers to build, operate, and maintain housing for military families at a specified monthly rent by guaranteeing 95 percent occupancy for a set period, usually five to ten years. Like Wherry housing, the rental guarantee housing was small and cheaply built and seemed expensive to service members. They also complained about inadequate maintenance, prompting the suspicion that developers were maximizing the return on their investment when perhaps better built housing would require fewer repairs. One of the legacies of both Wherry and rental guarantee housing was a concern in Congress and DoD about how to insure that private developers adequately maintained the housing they provided to military families.

Wherry's successor, the Capehart program, dropped the rental concept and authorized DoD to buy housing on the installment plan. Congress also raised the ceiling on the average cost of Capehart units to $16,500, almost twice as much as in the Wherry program. After a few minor problems, the Capehart program functioned smoothly, producing a flood of new housing.

In fact, the program may have been too successful. It provoked a bitter jurisdictional debate between two sets of congressional committees, and it became associated with the Republican administration. When a developer defaulted on some Capehart projects, the program came under intense scrutiny. Congressmen accused developers of fraud and attacked the program as "backdoor spending" and a drain on future budgets. In 1970, during lean years for military housing, mortgage payments for Capehart and Wherry housing did amount to almost a quarter of the military family housing budget.

When the Kennedy administration came into office in 1961, it rejected privatization programs as expensive and hard to administer. Congress and DoD returned to building military housing with appropriated funds, a method all acknowledged as ultimately cheapest. But housing had to compete with other priorities in the defense budget, and even before the war in Vietnam pushed housing into the background, new housing construction for military families dropped steadily.

The Wherry program failed because of internal contradictions and differing expectations; the Capehart program failed because of a changed political climate and new defense priorities. Together they had produced the biggest housing boom in the history of the Army, but sheer numbers were not the only gauge of success. When the privatization effort began in 1949, it was touted as the long-term solution to the services' perennial housing shortage; instead it became just another boom in the long boom-or-bust history of military housing.

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Dr. William C. Baldwin is a historian with the Office of History, Headquarters, U.S. Army Corps of Engineers.

BOP brings home the bacon

by Alexandra K. Stakhiv

It's been well over two years since Army installations switched from getting family housing funds based on the number of units in their inventory to the number of units occupied. The Army adopted the Business Occupancy Program (BOP) on 1 October 1995 to bring the dollars in its family housing budget in line with expenses as a function of occupancy.

"BOP is a good news story," said Peter Gentieu, BOP program manager. "Under this program, many sites and MACOMs improved their occupancy and earnings in FY97. Fort Sill, for example, has 1,400 units and it maintained a 98.67 percent occupancy rate. Fort McClellan had an occupancy rate of 98.15 percent for 570 units and Fort Drum, a 98.07 percent occupancy rate for 2,270 units."

For FY98, the Army's goal is 90 percent average occupancy. However, this will require occupancy rates above 90.50 percent for February through May, the traditional high-occupancy months. To attain these monthly objectives, Gentieu said that aggressive action must be taken. This means deleting unnecessary units from the inventory and minimizing vacancies of the enduring inventory for between occupancy maintenance.

Before BOP, installations had no financial incentives to meet the Army's target occupancy rates, which are set by housing regulations. The Army paid for both the maintenance and operation of unoccupied units and the BAQ/VHA of service members living on the economy. These service members paid an average of 20 percent of their housing costs out of pocket. With BOP, when soldiers accept government quarters, their installations receive the dollars equivalent to the BAQ/VHA that they forfeit.

There are other benefits to BOP. Previously, installations did a lot of work all at once, usually taking whole hous-

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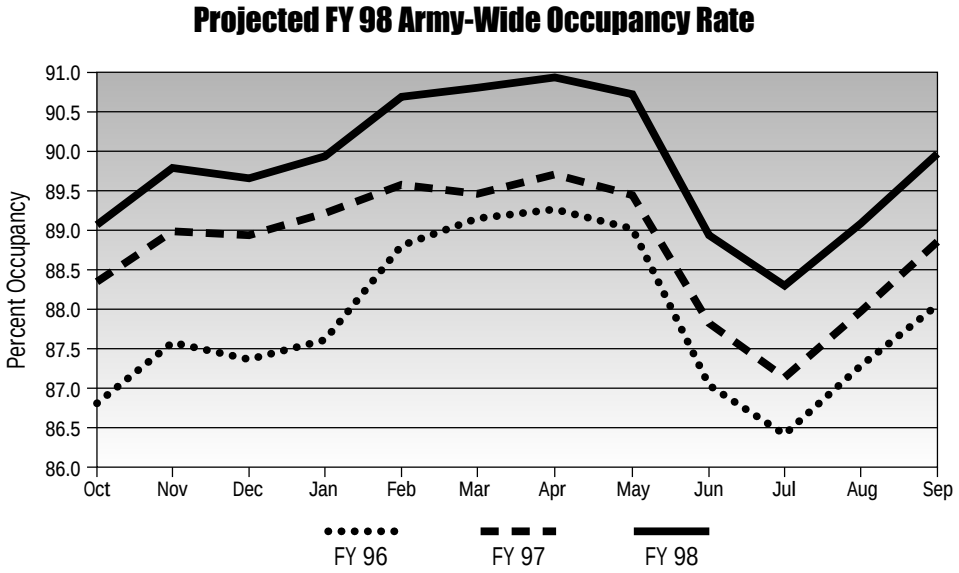

Based on the monthly occupancy rate cycles of the past two years and a goal of a 1% increase in occupancy, the top line in the chart above is the projected occupancy cycle for FY 98. The Army-wide goal is a cumulative occupancy rate of 90% for the year.

ing areas out of the inventory. They looked for big projects to do with year-end funding because they thought it more likely that they would get funding for them. With BOP, they can do smaller jobs and keep the quarters occupied.

BOP also encourages installations to reduce their excess housing inventories. Installations can now focus on decreasing the backlog of deferred maintenance. Since funding is now predictable, installations can plan preventive maintenance. Everyone understands that the money they get to operate depends directly on their keeping occupants in units.

Here's how the program works. The ACSIM Housing Division has developed software for the HOMES system to implement BOP and allow installations to send their BOP reports to the ACSIM. This makes it easy for installations to implement BOP because the software just rolls up the information that installations enter into HOMES and reports it upward.

Nevertheless, there have been some problems with getting the BOP reports in on time. The main reason for late or missing BOP reports, said Gentieu, is failure of equipment not covered by a hardware maintenance contract. He warns that all HOMES HP9000s need and should have continuous maintenance contracts. Housing office managers are responsible for ensuring that such a contract is in place, including planning and budgeting for contract execution and renewals. "Hardware contracts are like life insurance," said Gentieu. "If you wait until the equipment is **dead**, you waited too long. You're going to have delays in reporting and a backlog of data entry while your system is down. More importantly, it'll cost you more to execute a contract for a non-working system because getting the system back up will be an additional expense."

The Army Housing Automation Team is working on a new BOP reporting system based on an internet server. The internet will be replacing the dial-up connection and SHIP will be replaced with a Windows-based web server. The goal is to provide an easier to use and faster interface. The new system will provide the full functionality of the existing system in a more user-friendly environment, said Gentieu.

Last January, the basic allowance for Housing (BAH) replaced BAQ plus VHA or OHA. BAH now has a single amount for each pay grade at each location that should have been entered in the BAQ table of the CHRRS module of HOMES. At the same time, sites should have removed VHA or OHA amounts from those tables. The last is very important, because using the old rates will cause the system to add the new BAH to the old VHA/OHA rates and show incorrect earnings.

According to Gentieu, the best source of information on BAH and OHA is the Per Diem Committee's web site: http://www.dtic.mil/perdiem/rate-info.html

This web site has all the new rates, along with other useful information, including answers to frequently-asked questions about BAH. It is important to note that BAH rates are NOT grandfathered for BOP reports, Gentieu pointed out. To calculate daily BOP rates, use the following formula:

(Monthly rate) x 12/365 = (Daily rate)

This formula is encoded in the software for your automated system. Make sure you check your inventory data carefully to ensure it is accurate, continued Gentieu, especially the numbers for total owned inventory in section C and the total leased inventory in section D. The numbers are being used in the current budget preparation cycle for which accurate data is essential.

More good news! The Office of the Assistant Secretary, Financial Management and Comptroller, has reported that BOP earnings for FY98 can be funded at 90.3 percent versus the 85.4 percent estimate originally briefed to the BOP Oversight Group in September. All but 2.6 percent of the total program funding is being released to the MACOMs for distribution to their installations.

Additionally, the benefit from repricing of the foreign currency exchange rates is being applied equally to all MACOMs. "We are encouraging installations to increase occupancy and earnings by divesting out of unneeded inventory and minimizing downtime and vacancy for the enduring inventory," said Gentieu.

POC is Peter Gentieu, DAIM-FDH, (703) 428-8381 DSN 328. PWD

Alexandra K. Stakhiv is the editor of the **Public Works Digest**.

BOP funds upgrade Fort Gordon Housing

by Dean Anderson

Fort Gordon, Georgia, has made the most of its successful Business Occupancy Program by plowing the earnings back into better housing for Army families.

The installation's occupancy rate averaged 98.02 percent, which resulted in earnings of about $500 thousand per month. In December 1997, the occupancy rate hit 98.36 percent, making Fort Gordon the top achiever in TRADOC. The real winners, though, were families who began living with improvements like these:

Kitchen renovations in 122 enlisted homes are the pride of family chefs who now enjoy new cabinets, countertops, dishwashers and sheet vinyl flooring, along with a sparkling new interior paint job.

Outside, neighborhoods are benefiting from 12 new parking spaces, curb ramps and sidewalks in an officer housing area, along with vinyl siding for 64 homes. These projects relieved congestion, provided a convenient walkway, and improved the look of the neighborhood.

The installation has been able to demolish 18 substandard playgrounds and replace them with ten new state-of-the-art play areas. They provide a cheerful, safe and entertaining area for young family members.

Ceiling fans with lights now grace 52 enlisted two-story homes, which formerly had no built in lighting in the bedrooms. Better energy efficiency and attractive, comfort-enhancing fixtures delight the residents.

On the practical side, 260 enlisted homes have seen the replacement of furnaces and air conditioning units, with improved comfort and energy efficiency for families.

Upgraded bathrooms in 126 officer and enlisted homes include new tubs with enclosures, new electrical fixtures, vanities, floor coverings and wall finishes.

Fort Gordon's favorite project? They have been able to replace dilapidated redwood stained fences in officer and enlisted housing areas with virtually indestructible slatted fences made from recycled plastic fences. The new fencing has the homey and attractive look of old-fashioned white picket fencing, with no need for painting, and no potential for deterioration. The fencing is anchored with PVC-coated steel posts, that complete the durable, attractive look. PWD

U.S. Military Academy gets new housing

New housing units like these will house staff and faculty at the U.S. Military Academy.

The United States Military Academy is building new housing units in order to permanently divest the Stewart Army Subpost and house all United States Military Academy staff and faculty at West Point.

The housing is being built under two separate appropriations: FY 95 (118 units) and FY 96 (77 units).

The first 32 units were completed and turned over to the government on 19 December 1997 and made available to families on 23 December. Fourteen families moved in immediately.

The logistics involved in coordinating these moves was incredible, but the contractor, Corps of Engineers, occupants, Directorate of Information Management and Directorate of Housing and Public Works (DHPW) all worked together to make it happen.

Modern kitchens help keep family morale high.

Permanent telephones could not be installed until the first week of January 1998, but the United States Military Academy Garrison, led by COL Robert P. Kane, spearheaded an initiative to provide cellular telephones so families could converse over the holidays.

The DHPW dynamic duo, COL Michael F. Colacicco (Director, DHPW) and Stephen R. Smith (Deputy, DHPW), teamed with Housing representatives Joseph M. Santiago (Chief, Facilities Maintenance) and Michelle C. Calvino (Chief, Program and Policy), were involved with the contractors, the Corps of Engineers and the other agencies in every partnering session. This process reduced the chance of failure during each critical phase of construction.

The new housing at West Point should send a message to the rest of the Army that getting rid of inadequate units and building quality housing is

➤

critical in keeping family morale at its highest. At West Point, success is not left to chance.

POC is Walter Perez, Chief, Housing Division, USMA, (914) 938-4845. PWD

Families began moving in as soon as the first units were completed last December.

Submit your articles and photographs to the *Public Works Digest*

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Is it Ring—or the Ritz?

by Dean Anderson

Fort Gordon is proud to welcome visitors to the handsomely renovated transient lodging facilities at Ring Hall. The original building was completed in 1972, and dedicated to the late 1LT Arnold Keith Ring, who gave his life in service to our country in Vietnam. Over the years, the 299-room facility had fallen into a state of disrepair.

Now, a total renovation is well under way. It includes six major projects, and will cost more than $4 million. The "new" Ring Hall will feature these improvements:

- An automatic sprinkler system.
- Automatic entrance doors.
- New wall covering, interior paint, carpets, elevator decoration, furnishings and interior appointments.

We have already completed Ring Hall's eighth floor and the reassignments area. Guests wonder if they're really on an Army base or at the Ritz Carlton! We invite you to visit us in the future, and stay in our hotel. Our guests receive the best in service and accommodations! PWD

Stuttgart WNR creates four-bedroom apartments

by Torrie McAllister

The 6th Area Support Group (ASG) unveiled U.S. Army Europe's (USAREUR) first 18 apartments to be modernized under the Whole Neighborhood Revitalization (WNR) program in January.

They help mark the successful kick-off of USAREUR's Capital Investment Strategy to modernize its family housing inventory to WNR standards, according to USAREUR Housing Chief George McKimmie. Similar projects are also underway on housing in the 104th ASG in Hanau and Baumholder.

"The best news is that we now have more three- and four-bedroom units for our families," said Ann O'Leary, the 6th ASG's Housing Manager during the design and construction. O'Leary is now team leader for the Community Planning and Development Task Force. Lee Machen will oversee future renovations as the new Housing Manager.

The 6th ASG has an overabundance of two-bedroom apartments and a shortage of three- and four-bedroom units, which most military families need.

WNR allowed USAREUR to convert two-bedroom units into larger apartments while totally modernizing the buildings, utilities, streets, sidewalks, playgrounds and other neighborhood amenities. WNR is a holistic approach to upgrading family housing to Army standards.

"The flexibility to reconfigure buildings is a boon to military communities like Stuttgart which has at least 250 two-bedroom units that can be reconfigured to create three- and four- bedroom apartments up to the maximum authorized square footage," Machen said. "That's important because we have many military families living on the economy because they can't get large enough apartments."

"USAREUR and the Department of the Army's long-term goal is to offer families one bedroom per child, and we have lots of families with two and three children," he said. "Privacy is always a challenge even in our larger units, especially since our apartments are 100 to 450 square feet smaller than the maximum authorized."

"Construction on the first two buildings was completed in December," said Europe District Project Engineer Doug Blaisdell. The Corps' project manager was Thomas Poole and the German Bauamt was STBA II Stuttgart. The construction contractor was Firm Wolff and Mueller GmbH & Co. KG.

The $2.43 million project is among the first five German Payment in Kind funded projects to revitalize family housing to the WNR standard. These projects are averaging $116,000 per unit.

Nine more buildings are currently under design or construction in the Kefurt and Craig Village housing areas. These projects are being funded with PIK or MILCON money.

WNR in the 6th ASG also includes two buildings at Panzer Kaserne and three buildings at Robinson Barracks.

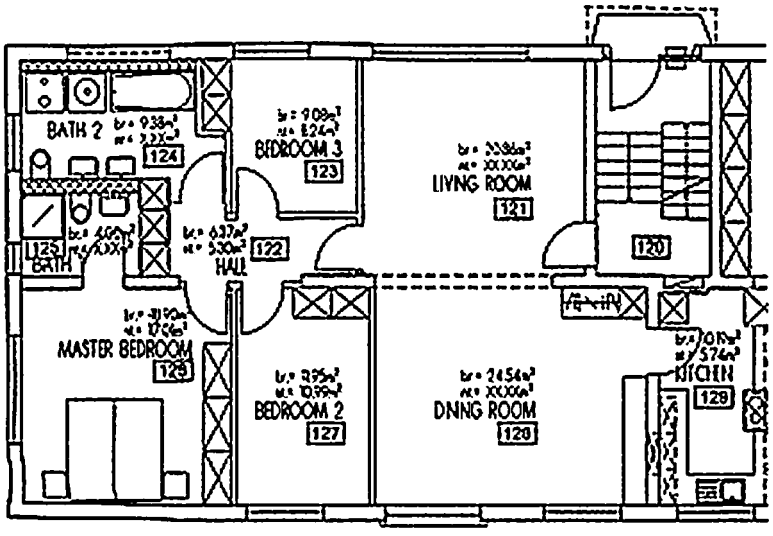
In addition to increasing the number of three-and four-bedroom apartments, it adds a second bath with laundry facilities, so families won't have to share stairwell washers and dryers in the basement.

Buildings are insulated. Kitchens and baths are modernized. Upgrades to the building infrastructure, stairwells and fire safety are included.

Stuttgart also has eleven buildings undergoing less extensive renovation under a major maintenance and repair program.

"These are just the first of what we hope will be many improvements to family housing in the 6th ASG," Machen said. "We have a lot more projects underway." PWD

Torrie McAllister is the Public Affairs Officer for Europe District.



The three-bedroom end units were reconfigured and enlarged by converting a bedroom into two baths and incorporating space from the adjacent two-bedroom unit's kitchen. The final floor plan is shown far left.

Maintenance modernization critical for 1-1 Cavalry in Buedingen

by Torrie McAllister

Pfc Alfredo Cespedes and Spec. Weston Irwin test a Kiowa Warrior's thermal imaging system during maintenance. The 1-1 Cavalry's $1.36 million facility upgrade included repairs to the hangar, runway and the addition of security lighting. (Photo by Torrie McAllister)

Winter maintenance holds special perils for many of USAREUR's soldiers who still maintain their sophisticated, multimillion dollar equipment in outdoors or in tents.

But not for the 1-1 Cavalry in Buedingen this year.

For the first time, avionics mechanics are repairing their helicopters out of the cold, damp weather in a newly renovated hangar.

The $1.36 million facility upgrade included the hangar, runway repairs and security lighting.

Mechanics say that new electronic lift equipment, POL separators and adequate heat and lighting help them minimize downtime for the 1-1 CAV's 16 new OH58D Kiowa Warrior helicopters. The Warrior, with its sensitive mast-mounted thermal imaging system, identifies targets for the Hellfire.

For years the 1-1 CAV aviation troops have maintained choppers in a clam shell tent because the Buedingen airfield hangar was condemned. They were like many units in Europe that routinely make do with inadequate aircraft and maintenance facilities. About half of U.S. Army Europe's maintenance facilities are too small or have doors that aren't not wide enough to accommodate the intended equipment so maintenance is done outside.

"For anyone who has ever had to pull maintenance in a clam shell, the change is dramatic— especially in winter," said Sgt. Mark Shirley. "Snow and ice collect on a clam shell's roof," he continued. "You turn on Herman Nelson hot air blowers so you can work and everything starts to melt. Water drips in through tiny cracks and holes. Everything freezes overnight. The next morning the tent floor is a skating rink and crews start their day out thawing things. Once moisture gets into the equipment there's lots of downtime while things dry out and we make sure everything is safe and operational."

"Just having good overhead lighting improves operational effectiveness. We're used to working 16 hours a day and winter days are short in Germany," said Shirley.

The need to keep moisture at bay was decisive in funding the hangar renovation. When the 1-1 CAV learned they would be getting high-tech Warrior helicopters they knew they had to protect the high performance electronics. The new $1.2 million thermal imaging system had to be maintained in a dry environment. In stormy weather, the Warrior is best protected when stored inside.

The newly renovated hangar is capable of housing all 16 aircraft if necessary while maintenance and aircraft washes go on.

The renovation included the installation of electronic heavy lifting equipment, making it easier to safely pull rotors, special optics and engines.

A new POL separator, and sewer and drain system help mechanics keep hydraulic fluid and other contaminants out of the soil and ground water.

The 104th Area Support Group and the Corps of Engineers had just eleven months to modernize the old hangar when they learned the new equipment was on the way. "It was in terrible condition," 104th ASG Engineering Plans and Services Chief Sean MacDonald said. "The utility systems had failed. The roof leaked. The bay doors had holes and there was no arms room."

"People from HQDA looked at it and said we couldn't fix it in time for the 1st Armored Division to field the new helicopters," he said. "Without the hangar they couldn't get the equipment."

"Europe District agreed to work with us to complete the project while the aviation troops were training on the new equipment at Fort Hood for eleven months," he said. "The unit was very helpful in identifying their requirements up front and not making changes."

After that, it was engineer teamwork that kept the project on schedule. Europe District Project Manager Dana Luedtke and Project Engineers George Van Cook and Peter Emmel collaborated closely with McDonald and the 104th ASG EP&S Engineers to ensure the hangar was completed on time. PWD

Fort Detrick moves ahead

Fort Detrick has successfully merged the Logistics Directorate and the Public Works Directorate into a single unit— the Directorate of Installation Services (DIS). The Operations and Maintenance Division is changing direction once again to improve customer service and realign the workforce to accomplish a 100 percent proactive Preventive Maintenance Program.

Since August, we have been undergoing a Real Property inventory. Through the use of one of MEDCOM's tool box contracts, we are having a Kentucky-based contractor inventory all installed equipment (electrical, air conditioning, plumbing/pipefitting).

The contractor is providing us with a detailed list of each item, its exact location, all pertinent information about each unit, repair parts, the frequency of inspection, the amount of time required for preventive maintenance, and the expected life. All this information will be installed on a new automated system, AEC-FM (Architecture, Engineering, Construction-Facilities Maintenance), which we've purchased for this purpose.

AEC-FM will allow us to keep real data on all equipment and maintenance schedules plus program replacement cost each year.

The facilities that the contract doesn't cover will be inventoried by DIS personnel to match the contract model. In the future, we will locate all equipment on the GIS System so the exact locations will be available when considering upgrades or replacement of equipment. This will also help employees locate each item in the field.

The DIS is redirecting the workflow away from in-house work orders to doing them by contract. The in-house workforce will concentrate on doing the service orders and the preventive maintenance. As we accomplish 100 percent preventive maintenance, the service orders and work orders will go down in numbers and the full life cycle of equipment will be realized. Thus the overall cost to support our customers will decrease.

We've created a Real Property Planning Commission to:

- Maximize the working level involvement of the Planning Board.
- Act on behalf of the Planning Board to insure compliance with the Real Property Master Plan.
- Assist the Planning Board in developing and maintaining the Real Property Master Plan.

We've also developed a Permits and Inspection Plan that will accompany all work through its life cycle. Any new equipment that goes to Acquisition will be required to have a Permits and Inspections certificate attached to it.

We want to become the best source for our customers to come to, so they can be assured they'll receive quality work at the best price available. We are, in fact, contracting ourselves to our customers to accomplish their missions and provide the best possible service to them. By doing the reimbursable work, we can reduce our direct salary base by a considerable amount and become more self supporting.

To remove all areas where there was a slowdown in the overall process, we've realigned the workflow. The DIS is now composed of three divisions:

- Operations and Maintenance Division, where all of the ERMD functions have been relocated.
- Support Services Division, which is the old Logistics Directorate (plus the IFSM supply is now located there).
- Planning, Programming, Engineering, and Construction Division.

At Fort Detrick, we're always looking for new and innovative ways to accomplish our goals and improve service to our customers.

POC is Barry L. Rosensteel, Chief, Work Management Branch, Operations and Maintenance Division, (301) 619-2766 DSN 343, e-mail: barry_rosensteel@ftdetrck-ccmail.army.mil PWD

Do you know your advocate?

Last year, as part of his plan to improve communications with and service to Army installations, Chief of Engineers LTG Joe Ballard instituted the Headquarters Advocacy Program to handle problems, concerns, and staff actions. The Assistant Directors in the Directorate of Military Programs were tasked as advocates to each of the MACOMs, having immediate access to the Chief of Engineers and the Director of Military Programs. So if you have a problem or a question that needs answering at your installation, call your MACOM advocate at Headquarters.

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Get smarter developing your RPMA performance work statement

Each year the Directorate of Public Works contracts for a significant amount of services, ranging from the routine maintenance of facilities or equipment to highly sophisticated technical and management assistance. Attempts to apply contracting methods which are inappropriate to the services being acquired have often resulted in unsatisfactory performance and contract administration problems. This is reflected in several AAA Reports, GAO Reports, and OFPP studies, which criticized unnecessarily vague Performance Work Statements (PWS), insufficient use of firmer pricing arrangements, lack of quantifiable performance standards, and the inadequacy of quality assurance surveillance.

The Office of Federal Procurement Policy (OFPP) Policy Letter 91-2 establishes policy for the government's acquisition of services by contract. It emphasizes the use of performance requirements and quality standards in defining contract requirements, source selection, and quality assurance. This approach provides the means to ensure that the appropriate performance quality level is achieved and that payment is made only for services which meet contract standards.

The OFPP Policy Letter 91-2 states, "It is the policy of the Federal Government that (1) agencies use performance-based contracting methods to the maximum extent practicable when acquiring services, and (2) agencies carefully select acquisition and contract administration strategies, methods, and techniques that best accommodate the requirements."

To enhance your PWS, use "performance-based contracting." This means structuring all aspects of an acquisition around the purpose of the work to be performed as opposed to either the manner by which the work is to be performed or broad and imprecise statements of work.

Describe the work in terms of "WHAT" is to be the required output rather than "HOW" the work is to be accomplished. (See article on CPW's Contracts Library on p. for additional information for developing your PWSs.)

Policy Letter 91-2 and others have been compiled in the OFPP Pamphlet No. 6 (Revised), Fourth Edition, dated December 1992. Copies of OFPP Pamphlet No. 6, Guide to Best Practices for Performance-Based Service Contracting, and Circular No. A-76 Revised Supplemental Handbook, are available from: The Publications Office, Room 2200, Executive Office of the President, 725 17th Street, N.W., Washington, D.C. 20503, or call (202) 395-7332.

POC is Bob Hohenberg CECPW-FM, (703) 428-6227 DSN 328, FAX: (703) 428-6227, e-mail: Bob.E.Hohenberg@cpw01.usace.army.mil PWD

CPW's Contracts Library

Have you been tasked to develop a Performance Work Statement (PWS) or rewrite an existing PWS for grounds maintenance, pest management, painting services or maybe a PWS that involves all Real Property Maintenance Activities to be performed by one contractor?

Anyone who has ever written a PWS knows how difficult this is, not to mention developing the Quality Assurance Surveillance Plan (QASP), the performance requirement summary, and the technical exhibits.

Don't panic, and most of all, don't waste time reinventing the wheel. A lot of good information is at your fingertips on the CPW Home Page, thanks to a lot of installations that provided copies of their PWSs for others to use. The CPW Home Page provides links to the Navy's and Air Force's sample PWSs, too.

Also, we are actively developing Model Service Contract Guides (marked "NEW") on the listing of service contract guides. The model guides are developed as a separate RPMA function. Each model guide contains bid schedules, detailed specifications, performance requirements summary, CDRLs, DIDs, sample technical exhibits, quality assurance surveillance plan, and example formats for the source selection plan. The eight existing "older" guides are being revised to contain all the information as described in the NEW model guides.

The NEW model guides, eight older guides, and over 80 Army sample PWSs can be downloaded from the CPW Home Page at **http://www.usacpw.belvoir.army.mil**. Once on the CPW Home Page:

1. Click "Library"
2. On the 2nd page, click "Contracts Library"
3. On the 3rd page, click "Sample Performance Work Statements" (contains listing of 80 sample PWSs)
4. Still on the 3rd page, go to "CPW Model Service Contract Guides"

If you have any problems accessing the CPW Home Page, please call Brigid O'Connor, (703) 428-8455 DSN 328, or Brigid.E.O'Connor@cpw01.usace.army.mil

CPW continues to solicit copies of your PWSs, QASPs, Management Plans/Most Efficient Organizations, Transition Plans, and Contract Administration Plans to share with other installations. Please provide your copies in Rich text format and e-mail to: Bob.E.Hohenberg@cpw01.usace.army.mil, and we'll add them to the Home Page.

POC is Bob Hohenberg CECPW-FM, (703) 428-6227 DSN 328, FAX: (703) 428-6227. PWD

Local purchasing puts customer first

by Karl Wolfe

The Army has had a big change in philosophy since it first published the Basis of Issue Plans (BOIP) for DPW equipment in 1960s. At that time, all equipment needed "authority" in the TDA and was purchased centrally. Local purchases were limited to $1,500.

The problem with central purchasing was that too often it ignored the customer's needs. Installations ended up with the wrong equipment or too little equipment to perform the DPW mission. There was also quite a bit of waste as installations obtained equipment that was poorly justified. In recent years, a severe lack of funding for central purchasing has added to the problem.

The current thinking is that the installations know better than anyone in Washington what equipment they need to complete their mission. Therefore, most of the authority for obtaining equipment has been shifted to the installations. The current local purchase authority is $100,000, and it may go higher next year.

Just about every item that is not required by law to be controlled is now decontrolled. A major change to Army policy this past October resulted in 80 non-tactical vehicles (mostly trucks) being decontrolled. Under the present $100,000 limit, most DPW construction equipment, material handling equipment, trucks, fire apparatus and grounds equipment are now locally controlled and purchased.

Each Army installation is responsible for determining its own equipment needs and making the required purchases locally, up to $100,000. There are more options available than ever before:

- Leasing and short-term rentals
- Lease-to-buy up to $100,000
- Lease-to-buy above $100,000 (coming soon)
- Purchasing used equipment
- Trade-in of existing equipment (consult DODI 4140.1-R)
- Multi-purpose equipment and trucks
- Rebuilding and "glider kit" rebuilds

DLA and GSA are putting together leasing contracts which can be used by any Army customer.

Contracts for rebuilding trucks and construction equipment are also being considered.

Great cost savings can be realized with multi-purpose equipment such as skid steer loaders and hook-lift trucks.

Excess equipment can be located from any web-connected PC by logging onto DLA's DRMS site (http://www.drms.dla.mil/asset/Fgov-ecomgeo.hmtl).

The bottom line is that there are no longer BOIPs for DPW equipment. Most item BOIPs in chapter 8 of the SB700-20 (the CTA) simply say "per DPW requirement."

Installation DPW fleets are now largely OMA funded. This means it is up to each individual installation to develop a fleet plan and operate in a cost saving manner. The average Army DPW operates a fleet valued at $5 to $10 million. The potential to achieve real and significant savings by managing these assets closely is enormous.

The U.S. Army Center for Public Works can help installations in developing DPW fleet (equipment) plans and reviewing existing DPW fleet operations, as well as perform on-site evaluations. For more information, please call Karl Wolfe, CECPW-ER, (703) 806-5996 DSN 656. PWD

Karl Wolfe, an equipment specialist in CPW's Engineering Directorate, is the program manager for DPW equipment.

ISR web page

Now you can get nearly everything you need to run the Installation Status Report (ISR) on your installation right off the web. This includes:

- Copies of the program files.
- Copies of any program updates.
- Documentation, including:
  - Instructions
  - Standards booklets
  - Automation User's Guides
  - Standards Implementing
  - Additional information about the programs
- Frequently Asked Questions (FAQ).

The site includes an index page which lets you move to individual pages for ISR Parts I, II, III, and Headquarters ISR. The pages for ISR Parts I and III have already been posted. They include e-mail links to the Part I and Part III Hotline. The pages for Part II and Headquarters are under construction and will be available shortly.

You can reach the site through the ACSIM home page (URL http://www.hqda.army.mil/acsimweb/ops/ops.htm) or go directly to the ISR site (URL http://www.isr.rkeng.com). The site has several advanced features. For best results, your Internet browser should be either Netscape Navigator, Ver 3.0 or better, or Microsoft's Internet Explorer, Ver. 3.0 or better.

Overall management of the ISR program rests with Bill Johnson in ACSIM Plans and Operations, (703) 614-3084.

POC is Rik Wiant, CECPW-FP, 703-428-6086 DSN 328. PWD

Engineering deputy director wins TRADOC award

Patricia W. Chilton, Deputy Director for Engineering in the Directorate of Public Works and Logistics, has brought honor to Fort Bliss by being named the 1988 Training and Doctrine Command's Federal Engineer of the Year.

Chilton received the award, which is based on education, engineering achievement, professional development, community service and participation in professional organizations, at a ceremony in Washington D.C. in February.

Chilton holds a bachelor's degree in civil engineering and a master's degree in systems management. During her nearly two decades of federal service, she has received many awards and honors, including a Superior Civilian Service Award, three Commander's Awards for Civilian Service, numerous certificates of appreciation and several special act awards. A graduate of the Command and General Staff College and the Army Management Staff College, she was the Army's Engineering Plans and Services Executive of the Year in 1995.

Fluent in German, Chilton has served as Chief, Engineering Plans and Services at Berlin, Wuerzburg, and Rheinberg, Germany. She has also served on the staff of the Deputy Chief of Staff, Engineering, United States Army, Europe.

Returning from Europe in 1993 shortly before Berlin operations closed, she served as Chief of Engineering Plans and Services Division at Fort Bliss, Texas. In 1995, she took a position as the Director of Public Works at Fort Ritchie, Maryland.

Chilton returned to Fort Bliss in January 1997 to lead a 380-person staff in maintaining Fort Bliss' 1.1 million acres and its 18 million square feet of buildings. Today, she and her staff are responsible for all of the city services on Fort Bliss, such as utilities, fire and emergency services, custodial services, demolition, maintenance and roads.

One of the few women federal executives in the specialized field of engineering, Chilton is now eligible to compete against nominees from all government agencies for the title of the National Society of Professional Engineers Federal Engineer of the Year. PWD

(Based on a November 1997 article in **The Monitor** *by Michele M. Moore.)*

Selecting cost-effective service contracts

A wide selection of contract types such as firm-fixed price to cost reimbursement, along with numerous combinations, are available to DPWs and contractors. These contract types provide a flexibility DPWs need to acquire a large variety and volume of supplies and services.

The Center for Public Works can help you develop a complete acquisition requirements package and specific functions or assist in improving your existing service contracts.

The Federal Acquisition Regulation (FAR) recommends using firm-fixed price contracts, whenever possible. The Office of Federal Procurement Policy (OFFP) Letter 91-2 states, "Contract types most likely to motivate contractors to perform at optimal levels shall be chosen. Fixed price contracts are appropriate for services that can be objectively defined and for which risk of performance is manageable. In most instances, services that are routine, frequently acquired, and require no more than a minimal acceptable level of performance fall into this category."

DPWs are working smarter and more efficiently than ever to meet this recommendation, while ensuring the use of the most cost-effective methods to perform the contract work.

Some of the solutions DPWs are using to improve their service contracts include:

- Developing a combination firm-fixed price, indefinite quality, and cost reimbursement contract. (For example, a family housing maintenance and repair contract can contain firm-fixed price line items for service calls, preventive maintenance, or roof inspections; fixed unit prices for indefinite quality line items for painting exterior quarters, replacing dead trees, or replacing utility poles; and cost reimbursement line items for repairing underground electrical services or repairing damaged water service mains.
- Developing bid schedules containing firm-fixed price line items for all quantifiable work and services.
- Developing bid schedules containing fixed unit prices for indefinite quantity work.
- Developing bid schedules containing cost reimbursement line items for work within the scope of the contract that can not be adequately quantified.
- Separating functional areas from the total RPMA contract into individual functional contracts (For example, grounds maintenance, custodial services, refuse collection, surfaced areas, and railroads).

POC is Bob Hohenberg CECPW-FM, (703) 428-6227 DSN 328, FAX: (703) 428-7590, e-mail: Bob.E.Hohenberg@cpw01.usace.army.mil PWD

Performance-Based Service Contracting

Performance-Based Service Contracting (PBSC) is here! It's now government-wide policy that service contracts, to the maximum extent possible, be awarded as performance-based contracts employing the techniques and features addressed in the Office of Federal Procurement Policy Letter 91-2.

On October 13, 1994, 27 agencies, including the Department of Army, signed a pledge, along with the Administrator, Office of Federal Procurement Policy, in which they recognized that increased use of performance-based service contracting methods can improve the value the public receives from services the government buys. In signing the pledge, they also supported the government-wide project to implement performance-based service contracting that was endorsed by the President's Management Council (PMC).

Performance-based contracting, emphasizes objective, measurable performance requirements and quality standards in developing statements of work, selecting contractors, determining contract type and incentives, and performing contract administration. This approach provides the sources to ensure that the desired performance quality level is achieved and that payment is made only for services which match contract standards. It also promises to encourage innovative and efficient approaches to performing the work through the use of objective positive and negative incentives tied to the performance standards.

Throughout the Army, Contracting Offices are being monitored for compliance with this policy.

In the PBSC approach, the emphasis is on specifying requirements, using performance-oriented terms, and telling the contractor what needs to be done, rather than how to do the job. Each delivered service is measured against an objective "performance standard" contained in the Performance Work Statement.

Another important feature of the process includes using a Performance Requirements Summary Table to relate each required service to a performance standard, a method of surveillance, an acceptable quality level and the relative dollar value for payment and deduction purposes. Development and implementation of a comprehensive Quality Assurance Surveillance is integral to successful PBSC. A variety of other tools and procedures are available to improve the process of source selection and contract administration.

To address these techniques, The U.S. Army Center for Public Works (CPW) is in the final stages of fielding three training courses. One covers the Pre-Award phase, another covers Post-Award, and the last addresses Quality Assurance for service contracts, in general, as well as those that are performance-based.

A two- to three-hour Executive Overview presentation of the process is available from CPW. The cost of this presentation to your group in the Washington, D.C., metropolitan area, is $300. For delivery outside the area, the cost is $1,500.

POC is Fred Reid, (703) 428-6358 DSN 328, FAX: (703) 428-7590, e-mail Fred.A.Reid@cpw01.usace.army.mil PWD

Integrated Logistics Support Program—the installation's role

Imagine yourself the Master Planner at Fort Hood. The Colonel has just informed you that, in three years, the units stationed there will be equipped with the new 155mm howitzer, the Crusader. He asks you if the tac shops and other facilities are adequate to handle this new system.

Where do you turn for information on the Crusader's requirements? The Support Facility Annex (SFA). It's available as a part of the Integrated Logistics Support Plan (ILSP) of your MACOM's Materiel Fielding Plan (MFP) which is in the G-4 shop.

What is an SFA? An ILSP? An ILSP is what the Army uses to manage Acquisition Logistics, as authorized by DoDD 5000.1, Defense Logistics; DoDR 5000.2, Mandatory Procedures for Major Defense Acquisition Programs and Major Automated Information System Acquisition Programs; and AR 70-1, Army Acquisition Policy and Procedures. The ILSP describes the overall Integrated Logistics Support (ILS) program for a given system and includes all the program requirements for each phase of the system's development and acquisition. The overall goal is to integrate all the tasks related to acquiring a logistically-supportable materiel system. The materiel developer or, as in most cases, AMC is designated the ILS manager.

The ILSP contains four sections: General; Plans, Goals, and Strategy; ILS Milestone Schedules, and Annexes, as appropriate. The Plans, Goals, and Strategy Section has 10 subsections. Subsection 6, ILS Element Plans (Support Elements), lists 12 plans or elements, the eleventh of which is Facilities. It is this Element Plan (Support Element) that impacts upon installation facilities that is addressed. This plan is based on an annex called the SFA.

SFAs are described in AR 700-127, The Integrated Logistics Support Plan; AR 700-129, Management and Execution of Integrated Logistics Support for Multi-Service Acquisitions; DA Pam 700-127, The Integrated Logistics Sup-

port Managers' Guide, and DA Pam 700-55, Instructions for Preparing the Integrated Logistics Support Plan. CEMP-ET is the HQUSACE division responsible for developing an SFA, and this function has been largely delegated to CECPW-FP.

The SFA is a major master planning resource document, describing all the specific training, operating, supply, and storage requirements for any system under development. The Army currently has some 177 different systems in various phases of development. The SFA alerts the units, and the installations due to receive the system, if any new facilities are required to support it.

The SFA is updated as often as there are system changes, as for example when progressing from Acquisition Phase 0, Concept Exploration & Definition, to Acquisition Phase 1, Demonstration & Validation. Through the MFP, this updating gives the installation time to prepare the programming documentation for MILCON or other actions necessary for a successful fielding of the system.

The SFA, and its parent ILSP, are living, master-planning documents which ensure the Army an efficient, affordable, materiel-fielding process. Which takes us back to the planner at Fort Hood. How does he get to the SFA? If you need it, you can get it through the Facility Planning System (FPS). You can directly Telnet into FPS, but you will need a logon and password. Send your request to fps@rkeng.com.

POC is Paul Landgraff, CECPW-FP, 703-428-6078 DSN 328. PWD

Safety

Safety Alert! Inspect plastic venting!

by Timothy Gordon

Reports of plastic venting material cracking and associated pipe joining material deteriorating have prompted the Consumer Products Safety Commission (CPSC) to conduct an investigation on this type of venting.

Failure from this method of venting could result in the release of harmful combustion gases. As a result, the maintenance personnel of all Army installations and of facilities constructed by the Corps for other government agencies are strongly encouraged to inspect the structural integrity of installed plastic venting.

The CPSC is currently investigating the use of "high temperature plastic vent (HTPV) pipe and fittings with horizontally vented Class III mid-efficiency furnaces, boilers, and water heaters."

Present Corps of Engineers Guide Specifications (CEGS) allow the use of plastic venting, and this type of venting may have been used on previous projects.

What the CPSC is testing for, in this investigation, is very specific, and a ruling for the safe use of this plastic venting may be months down the road. Therefore, it is recommended that all plastic venting currently installed be checked to ensure there is no vent material cracking and no vent pipe joints are separating. New exhaust venting would have to be installed following current CEGS if inspection reveals any of this deterioration.

This is merely a precaution to make certain no release of combustion gases is occurring. The CPSC may determine that proper installation of plastic venting is safe. Army-wide, the installation of plastic venting has occurred infrequently, but this warning is given to avoid any remote chance of fume leakage from a boiler, furnace or hot water heater vented in this manner.

If this type of venting is determined to be unsafe by the CPSC, retrofit methods are already being developed. One of these methods would be using sidewall power venting. The negative pressure created would prohibit combustion gases from leaking out of the vent pipe. As part of this system, burner firing would cease if the power venting fan was de-energized. This retrofit would allow the plastic venting to remain in place, avoiding demolition cost but ensuring safe operation.

It should be noted, however, that these guidelines are not yet fully developed. So cracks appearing in the plastic vent material or plastic pipe joint separation should be addressed as stated earlier. PWD

Timothy Gordon is a mechanical engineer for the Technical Engineering Branch at Corps of Engineers Headquarters, (202) 761-1773, e-mail: Tim.Gordon@inet.hq.usace.army.mil

Robots help Fort Drum get safety message across

Pluggie, Patches and Pumper help the Fort Drum Fire and Emergency Services Division promote fire safety.

For the last five years, the Fort Drum Fire and Emergency Services Division has been leading both the installation and the neighboring communities in fire education with the use of some unique training tools. A robot fire hydrant named "Pluggie" and, more recently, a robot Dalmatian dog called "Patches" and his bright red fire engine, referred to as "Pumper," from the Robotronics Corporation.

Pluggie has been spreading the word on fire safety since 1992. In 1997, Patches and Pumper were brought on the scene and introduced to the children of the Child Care Development Center at a special welcoming ceremony, hosted by Fire Inspector Mike Barnett and the local news media.

From Child Care Development Centers to local Nursing Homes and from our own Headquarters building to local school districts, this highly-dedicated team, accompanied by highly-trained Fire Inspectors, has spread the word on fire prevention. The robots work either as a team or independently to teach fire safety throughout the year at various events. The robots compliment the Fire Inspectors in their crusade to educate both young and old on fire safety and prevention.

The robots move and speak, their eyes open and close and they have the capability to play pre-recorded cassettes. They have led parades at the Child Care Development Centers, and Pluggie even stars in the Fire Department's specially designed fire prevention and safety video that is used to train new families living in Fort Drum Housing areas.

The Fire Inspectors say it is a real pleasure working with the robots, which are fun and easy to operate and the children love them. "This is by far the best money spent in fire education," said Assistant Chief Peter M. Queior.

With the assistance of the Public Works Graphics and Decorating Section, special touches were added to all the robots to make them "fit in" with the Fort Drum Fire and Emergency Services Division. They now have decals that make the fire truck look like one of the real fleet and they all wear the new Fort Drum Fire and Emergency Services Division patch.

Although everyone realizes that Pluggie, Patches and Pumper are just robots, they have still become very real members of the Fire and Emergency Services Division family. For more information about the robots or the Fire and Emergency Services fire prevention training program, please contact the Fire Prevention Branch at (315) 772-4702 DSN 341 or e-mail: queiorp@drum-emh4.army.mil PWD

Fire safety training with videos

Fort Drum soldiers and their families are watching a new video— one that you can't rent at the local video store. This particular video was produced locally using family housing quarters, Fort Drum military and civilian personnel and even a robot!

The Public Works Fire and Emergency Services Division was tasked to provide training for all personnel and their family members assigned quarters in Fort Drum family housing on fire safety issues. This training normally would have entailed a tremendous amount of manhours to complete, which is why a video was eventually produced.

At first, the Fire Department attempted to put together a "home video" which never saw completion. At this point a local production firm was hired to produce the video. The objectives, target audience and the desire to use local military and civilian personnel were discussed with the production firm. The script was refined and the video was shot on location over a two week period.

The video contains fire safety issues related to family housing, such as natural gas safety, electrical safety, reporting emergencies, and cooking and storage of combustibles. The finished product has gotten great reviews from those who have been trained with it and copies have been recently sent to USAREUR and Fort Detrick, Maryland. For more information on the video, please contact Assistant Chief Peter M. Queior at (315) 772-4702 DSN 341 or e-mail: at queiorp@drum-emh4.army.mil PWD

EPA-approved refrigerants now easily available

Class I ozone depleting chemicals (ODCs) are substances which have been shown to deplete the earth's protective ozone layer. The United States has banned the manufacture and importation of Class I ODCs and has sharply raised the federal tax on such chemicals.

It's obvious that there are ample environmental and economic reasons to switch to non or less ozone-depleting chemicals to get the job done. Under the Clean Air Act's Significant New Alternatives Policy (SNAP), the U.S. Environmental Protection Agency (EPA) identifies and publishes lists of alternatives to Class I ODCs. The EPA does not allow the introduction of new products that simply present different adverse effects on human health or the environment than those of the product being replaced. More information is available from EPA's SNAP program hotline at (800) 296-1996. Overseas callers can dial (301) 614-3396. EPA's SNAP web site is: >>http://www.epa.gov/ozone/title6/snap<<.

DLA's Defense Supply Center, Richmond has added an Alternative Refrigerants category to the 1998 DLA Environmental Products catalog. These alternative refrigerants are EPA SNAP-approved and are easily obtainable through the federal supply system. Their cost is substantially lower than the Class I ODCs they are intended to replace and usually much lower than local purchase prices, especially overseas.

All of the following items are made to American Refrigeration Institute Standard 700, require the system manager's approval and retrofit work, and come with a disposable cylinder except where noted.

NOTE: These new refrigerants are not "drop-in replacements" for any Class I ODC. Regardless of which system is involved, it is imperative that the system manager approve the use of the new refrigerant and that appropriate retrofit work be carried out where needed.

Refrigerant	NSN	Size	Price	Equip / Where Used
R-123	6830-01-391-3106CY	100 lbs	$542.64	Stationary
R-123	6830-01-391-3111CY	200 lbs	$1,291.25	Stationary
R-123	6830-01-391-3108CY	625 lbs	$3,983.70	Stationary
R-124	6830-01-391-3107CY	30 lbs	$373.97	Stationary
R-134a	6830-01-412-6362CY	30 lbs	$104.96	Automotive
R-134a	6830-01-390-9622CY	30 lbs	$104.96	Stationary
R-401A	6830-01-391-3101CY	30 lbs	$180.63	Mobile & Stationary
R-401B	6830-01-391-3109CY	30 lbs	$169.79	Mobile & Stationary
R-402A	6830-01-391-3105CY	27 lbs	$279.53	Mobile & Stationary
R-402B	6830-01-391-3103CY	13 lbs	$162.82	Mobile & Stationary
R-404A	6830-01-392-0960CY	33 lbs	$563.95	Mobile & Stationary (Reusable cylinder)
R-404B	6830-01-391-3104CY	24 lbs	$247.90	Mobile & Stationary
R-406A	6830-01-433-7032CY	25 lbs	$367.28	Mobile & Stationary

For more information on alternative refrigerants, please call Dean Crawford, DSCR Equipment Specialist for Gases at DSN 695-3230 or e-mail: dcrawford@dscr.dla.mil

For more information on DLA's Environmental Products Catalog, please call Stephen Perez at DSN 695-6054 or e-mail sperez@dscr.dla.mil. PWD

Note: *The following three articles are based in part on material originally published by the US Army Environmental Center, Environmental Technology Division and the Army Materiel Command, Army Acquisition Pollution Prevention Support Office.*

Phase out methylene chloride

In 1997, the Occupational Safety and Health Administration (OSHA) issued revised standards applicable to methylene chloride, a suspected carcinogen. OSHA reduced the permissible exposure limit by 95 percent from 500 to 25 parts per million as an 8-hour time weighted average. In late 1994, stringent national emission standards were issued for methylene chloride. In addition, the new OSHA standard requires exposure monitoring, medical surveillance, lab surveillance and hygiene facilities.

After investigating your particular situation by checking with the process owner, weapon system program manager, or relevant technical authority, try substituting one of the alternatives to methylene chloride found in the DLA Environmental Products (EP) catalog. There are numerous alternatives suggested for paint stripping and parts cleaning, among others.

Some of the alternatives are used in an ultrasonic cleaning system tested and in use at Corpus Christi Army Depot. A bicarbonate of soda paint stripper is used extensively by the Navy and other products are listed in the DLA EP catalog but may not have specific military service approvals. PWD

Eliminate ethylene glycol from waste stream

Recycling antifreeze is one way to meet this goal. Contracting with a firm that takes your used antifreeze away— even for recycling— does not eliminate the need to track and report the off-site transfer of your ethylene glycol-based antifreeze under the Emergency Planning and Community Right To Know Act. These reports are consolidated into each service's and then DoD's toxics release inventory. This information is public knowledge and all DoD activities are under executive order to reduce their emissions and off site transfers of hazardous waste by 50 percent from 1994 to 1999.

The two antifreeze recycling systems approved by DoD are both listed in the DLA catalog. There are two types of approved processes, ion exchange and vacuum distillation. Two sizes of both types of machine are available, as well as a 220V version of the ion exchange process recycler for use in Europe. The two models listed in the DLA catalog were the only two rated satisfactory by the Army TACOM Mobility Technology Center.

Purchase of antifreeze recyclers has a payback period of about two years. The cost to recycle antifreeze is about $4 per gallon versus $11 per gallon for new antifreeze (including disposal). Recycled antifreeze performs as well as new antifreeze. These savings have direct impact at the unit level as the savings accrue to the Operations and Maintenance accounts. PWD

Reusable batteries and ozone-friendly refrigerants available in Supply System

Two types of reusable batteries—alkaline and nickel cadmium—and their associated rechargers are now listed in the DLA EP catalog. The Ni-Cad batteries come in 9 volt, AA, C and D sizes and are manufactured in accordance with the NEMA/ANSI Standard. The alkaline rechargeable batteries are available in AA, AAA, C and D sizes and are manufactured by Rayovac Corp. under the Renewal brand name. The Renewal batteries are good for up to 25 uses. Multi-position rechargers are also listed to support these type batteries.

Using rechargeable batteries will help Army units meet the Army-wide goal of 50 percent reduction in battery procurement costs. Other services can benefit from reduced costs and a reduced used battery waste stream.

EPA-approved alternative refrigerants are listed in the EP catalog for the first time this year. There are 13 NSNs which represent 10 different refrigerants designed to replace an equivalent class I ozone-depleting substance. Use of the new refrigerants depends on the relevant system manager's approval and some retrofit is required. All except one of the 13 NSNs include a disposable cylinder. In the one instance where the cylinder is reusable, the empty cylinder NSN is also given.

Using these ozone-friendly refrigerants will help protect the earth's ozone layer while costing you much less than the rapidly rising prices of the old class I ODSs.

For technical information on:

- *Methylene chloride alternatives*, call Clifford Myers, 804) 279-3995 or DoD HTIS at (804) 279-5168.
- *Antifreeze recyclers (hardware)*, call Mike Timms, (804) 279-5529.
- *Antifreeze and additives (chemicals)*, call Clifford Myers, (804) 279-3995.
- *Reusable batteries*, call Victor Poltrick, (804) 279-5536.
- *Ozone-friendly refrigerants*, call Dean Crawford, (804) 279-3230.

For information on DSCR'S Environmental products program, call Stephen Perez, DSCR Customer & Weapon Systems Support office, (804) 279-6054 or e-mail: sperez@dscr.dla.mil. PWD

Environmental Quality Control Committee: a commander's tool for excellence

by Mike Flannery

"Just what everyone on the busy installation staff needs— another meeting to attend!" That is a normal reaction of just about anyone who is serving at the post level where there is so much to do and so little time in which to get it accomplished.

If your installation does not currently have a formally constituted Environmental Quality Control Committee (EQCC) which meets frequently and provides a forum to address, enhance and resolve environmental issues, consider the following argument for scheduling still another time slot on your already busy calendar.

Army Regulation 200-1 (Army Environmental Protection and Enhancement) has long required that an EQCC be established, meet periodically and be chaired by the installation commander. It hasn't even allowed for a designated representative. The most recent AR, published just last year, retains that requirement.

Practically speaking, installation commanders who are general officers who have garrison or support-activity commanders may delegate this responsibility to those commanders. But should the entire responsibility for the EQCC be delegated? The AR specifically allows for delegation to sign permits, consent agreements and other legally binding environmental documents, but is silent on delegation of the chairmanship of the EQCC.

However, there is a good reason for the installation commander to chair the EQCC — to show that he or she cares enough about the environmental programs, which are an integral part of the Army's mission at the installation.

By the way, the regulation also defines "installations" as facilities which are the responsibility of Army Reserve support commands, as well as Army National Guard facilities which are the responsibility of the adjutants general of the states and territories.

The new regulation also calls for an EQCC to be established at Headquarters, Department of the Army. The Assistant Secretary of the Army (Installations, Logistics and Environment) and the Assistant Secretary of the Army (Research, Development and Acquisition) are co-chairs, and the Army's Assistant Chief of Staff for Installation Management is the Executive Secretary. The first meeting is scheduled for January 1998. An EQCC or an equivalent is also required at the major command level.

There is not only a valid requirement for a viable "installation" EQCC, but also a real need for one to accomplish the comprehensive integration and understanding of the many complex environmental issues which affect our installations in varying ways. The value added from having an effective EQCC is well worth the effort. PWD

Mike Flannery works in the Army Environmental Center's Western Regional Environmental Office, (303) 289-0353 DSN 749. He formerly headed Aberdeen Proving Ground's Directorate of Safety, Health and Environment and was responsible for running its Environmental Quality Control Committee.

DoD developing "Range Rule" to manage military munitions

by Mike Cast

The Department of Defense (DoD) is developing a rule to address public health and safety risks from used military munitions and munitions components on military ranges. The rule will apply to closed ranges at active installations, as well as old range areas formerly under DoD control and those transferring out of DoD control in the future.

The "Range Rule" emphasizes explosives safety, but also lays out procedures to protect the environment and public health. It will not apply to active ranges, which are currently required to follow safety procedures established by the Department of Defense Explosives Safety Board.

A driving force behind DoD's efforts to issue a Range Rule is the Environmental Protection Agency's proposed Military Munitions Rule, published this past November in the Federal Register. Federal legislation requires the EPA to propose a rule identifying when chemical and conventional munitions become hazardous waste. A provision of the proposed Munitions Rule states that DoD may issue its own Range Rule in lieu of regulation under the Resource Conservation and Recovery Act (RCRA) if the DoD rule fully protects human health and the environment, and allows for public involvement. DoD officials believe the Range Rule will meet these goals and result in response actions that are safer, more efficient, and more cost-effective than would occur under RCRA.

Copies of the working-draft DoD Range Rule are being provided to state agencies and members of the public upon request. The initial draft of the rule was published on the Defense Department's Environmental Security World Wide Web site at http://www.acq.osd.mil/ens/. Link words are Munitions and Range Rule. For more information or comments, please call 1-800-870-6542 or e-mail: fbarrule@r-b.com. PWD

Mike Cast is a public affairs specialist at the U.S. Army Environmental Center.

Mindbending—PHMA seminar sets new directions

by Penelope Schmitt

TULSA, *Oklahoma, February 1998*—Close to a thousand members of the military housing management community gathered to celebrate the 25th anniversary of their association, the Professional Housing Management Association (PHMA) International. But their primary purpose was to bend their minds in the new directions rapidly being set for military housing in the future.

Housing Privatization, a major initiative on the horizon for all services, will be a career-shaping and changing factor for many PHMA members. "We are making proactive moves to ensure our members and their talents become part of the future," said BG (Ret.) Bob Herndon, President of PHMA.

The seminar's strong emphasis on training and preparation bore him out. This year, PHMA launched a professional certification program that will enable PHMA members to compete with private sector housing management professionals. Employees can be evaluated and certified based on their professional education, experience, and contributions in their professional field.

The program offers courses in leadership, management, and customer services. It evaluates members based on their experience, and also offers certification examinations. "The Certification Program represents a significant contribution to your Association's continuing efforts to provide recognition for professionalism in housing and lodging management," Herndon said.

As installations turn toward privatization, this kind of credential will mean a lot to housing managers seeking to compete in the private sector. "All the contractors who are bidding in privatization initiatives are committed to using current housing staffs talent and experience. They are seeking people fully qualified and certified in business and management training, customer service, and with a reputation for integrity. I urge you to get training! Focus on doing the very best job in your current position—*but prepare for the future!*"

The entire seminar focused closely on change and preparation. In addition to the service seminars, which brought PHMA members up to speed on changes and inititiative that affected their work for the Army, Navy, Air Force or Marine Corps, many workshops focused on preparation for RIF, retirement, and training and education in the housing management field, and ways to maximize personal potential.

The seminar's keynote speaker, Denis Waitley, focused his speech on change and personal development. Waitley has both studied and coached Olympic athletes like Mary Lou Retton in the mental techniques that help them produce consistently winning performances. His talk aimed at inspiring PHMA members to take personal responsibility for changing their careers—to see themselves as free agents, to learn ways to keep their "inner dialogue" positive by replaying successes and rehearsing them, to live in "prime time" hours by using them for self development rather than mindless leisure activities. Altogether, the seminar was an information-rich, high-energy push to help PHMA members adjust to a coming avalanche of change. PWD

Attention, DPW training managers!

This message is a reminder to submit your organization's training requests to us 30 days prior to the start of the class. All courses are entered in the Army's Training Requirements and Resources System (ATRRS). Registration for these resident classes can only be through ATRRS. For more information on tuition and registration, please contact our registrar at 703-428-7593, DSN 328, or email: macus.s.seisay@cpw01.usace.army.mil.

For additional information on the course descriptions, please visit our home page at: www.usacpw.belvoir.army.mil/pubs/graybook/graybook.htm

Date	Course	ATRRS No.	Location
23 Mar-03 Apr 98	Public Works Mgt Orientation	310-002	Springfield, VA
06-10 Apr 98	DPW Functional	340-002	Springfield,VA
13-16 Apr 98	Job Order Contracting Basic	450-003	Springfield, VA
20-21 Apr 98	Basic SQL For IFS-M	502-001	Alexandria, VA
21-23 Apr 98	Job Order Contracting Adv	451-002	Springfield, VA
27 Apr-1 May	DPW Supply (Pilot)* *(Formerly IFS-M Supply)*	509-002	Alexandria, VA
04-05 May 98	DPW Work Reception (Pilot)* *(Formerly IFS-M Customer Service)*	505-002	Alexandria, VA
05-07 May 98	Job Order Contracting Adv	451-702	On-Site Available
06-08 May 98	IFS-M Contract Administration	504-002	Alexandria, VA
11-14 May 98	DPW Budget (Pilot)* *(Formerly IFS-M Job Cost Accounting)*	506-002	Alexandria, VA
11-14 May 98	Job Order Contracting Basic	450-705	On-Site Available

**Courses will be conducted using IFS SCP 11. Pilot courses will be offered AT NO TUITION COST!* PWD

Harvard Update #4

Studying hard at Harvard

by Daniel Hitchings

The first semester is now finished. I feel both relief and remorse. I am anxious to start the next semester, but also anxious to get back to work. I know that sounds insane to some, but I LOVE MY JOB.

There is a lot going on at Aberdeen Proving Ground and I am missing some of it. APG is in the middle of one of the Army's largest Commercial Activities reviews. All garrison functions are included. We also have some major privatization efforts underway, water, sewer, and electrical. By being away while this is going on, I miss the learning, and I miss some of the pain. Relationships strengthen by enduring hardship and APG is certainly enduring some hardship.

I have learned so much, yet feel I know so little. As senior managers and leaders in the DPW business (this includes housing), we are involved in an incredibly diverse spectrum of specialties.

As I explained in an earlier update, when I look at the course list, I find topics that are essential in almost every area. The basis I have used to decide which courses to take here at Harvard are:

- Which courses do I need to provide a foundation for further learning?
- Which courses are topics or treatments of topics that I am not likely to access somewhere else?
- Which topics challenge a perspective that I have?
- Which courses will broaden my perspective to things I don't currently think apply at this point in my career, but will apply later.
- Does the course provide some tools that will improve my performance?

I keep asking myself, what have I learned so far? This is difficult to answer concisely, but I know it is a lot. Let me use one course I completed in the first semester as an example, Strategic Management of Public Organizations. The following describes the course philosophy.

"...The overall aim of the course is to enhance the capacity of students to find value-creating paths to the future for organizations they lead.... The course equips students to spot and exploit opportunities for creating public value. It assumes that managers should develop and use value seeking imaginations. The techniques that stimulate and guide value seeking imaginations are those of strategic management. A fundamental assumption in strategic management is that it is not enough for today's public sector managers to manage government agencies only for efficiency and effectiveness; they must also be prepared to engage their overseers in a dialogue about what value they should be held accountable for producing, for introducing innovations into their operations, and for finding ways to enhance overall effectiveness by building and deploying networks of capability that extend beyond the boundaries of their organizations..." (Mark Moore, Peter Frumkin, Peter Zimmerman; Syllabus: STM-110: The Strategic Management of Public Organizations; The J. F. Kennedy School of Government, Harvard University, Fall 1997).

Assuming that I learned at least one new thing from each topic covered (a fairly safe assumption, even for an engineer) results in an extensive amount of learning. The major topics included in this course were:

I. Management, Strategy, and Leadership in the Public Sector
II. Positioning Organizations in Dynamic Environments
III. Innovating and Developing Innovative Organizations
IV. Developing Networks of Capacity; Managing Strategic Partnerships
V. Defining and Reckoning Public Value
VI. Measuring Performance: Creating External and Internal Accountability
VII. Process Re-Engineering
VIII. Re-Designing Organizations for Performance
IX. Diagnosing and Transforming Organizational Culture through Human Resources Management
X. Managing Strategic Change in Organizations

I have, however, concluded some specific things. The way we conduct business in not unique, nor is it too far off the "recommended method." Some of what we do is on the leading (bleeding) edge. (The wholesale outsourcing and privatization effort falls into this category. Oh, there are plenty of organizations that have outsourced and privatized, but not to the extent DoD is making the effort.)

There are many other experimenters out there, and we need to keep learning from them. We are unique in the same ways many other organizations think they are. One thing I don't do well enough is listen, and I suspect I am not alone. Taking the time to listen and observe what others have done can only make our endeavors better.

Over the next few weeks and months, I will be thinking more and more about what I can bring back to my organization and to the Army to help. I think I may have gotten some of the best advice from Professor Ronald Heifetz who taught "Exercising Leadership: Mobilizing Group Performance." He said, "Re-enter gently." He suggested listening a lot, and not trying to change the world when you get back. Nobody will want to listen anyway. Use the tools you have acquired, and exercise leadership.

Daniel_Hitchings/Student/KSG@ksg.harvard.edu at Internet PWD

New in FY99

The US Army Corps of Engineers' Center for Public Works, Professional Development and Training Division, will partner with the US Army Corps of Engineers' Professional Development Service Center in a Joint Survey of training needs for the Fiscal Year 1999. This is the first of a series of joint efforts to improve service to you the customer.

The familiar "Purple Book" will arrive this spring with CPW's DPW Training courses included. Your response to the survey will help establish the actual FY99 program. Please notice several new offerings in the FY99 program, these new courses will be highlighted in future additions of the ***Public Works Digest*** and ***DPW Forum***. PWD

Real Property Applied Skills course replaces IFS Real Property course

We are pleased to announce a new Real Property course. The Real Property Applied Skills Course is a 3-day course focused on learning how to apply the various Real Property policies and procedures in day-to-day DPW business. Students will learn to use the Real Property Automated Tool (IFS-M) to apply these procedures. Students will have hands-on training, participate in numerous exercises and conduct energetic dialogues with experienced real property instructors.

Installations, Regional Support Commands, USACE Districts, FOAs and Army National Guard Sites will find this course invaluable in understanding how you can use our real property tools to provide exceptional real property support to our customers.

The course will be conducted through USACE Professional Development Support Center/Huntsville. The tuition will be $590.00. The next class is scheduled for 10-13 August in Huntsville Alabama. The class number is 150.

The only way you can get training is to submit a DD Form 1556, Request to Training. If we don't have these requests, we cannot conduct this course. This course is the Army's only course for learning how to use the real property module of IFS-*M*/ real property stand-alone. We need your support and attendance to sustain this critical training.

For scheduling information on the course, please call Janine Wright, (205) 895-7455. For enrollment information on PROSPECT classes, please call Beverly Dunlap or Betty Pruitt at the Registrar's Office at (205) 895-7474, FAX (205) 895-7469. To enroll, please send your DD 1556 to:

USACE Professional Development Support Center
ATTN: CEHR-P-RG
P.O. Box 1600
Huntsville, AL 35807-4301

POC is Wiley Jernigan, (703) 428-7341 DSN 328. PWD

Corps of Engineers offers HVAC training

The U.S. Army Corps of Engineers' Professional Development Support Center, along with the U.S. Army Engineering and Support Center, Huntsville, Alabama, is now offering an HVAC course to Corps of Engineers employees and other interested parties. The course, Basic HVAC Design, is an intensive 36-hour, 5-day overview of both the practical and theoretical aspects of the design process.

The Basic HVAC Design course includes (but is not limited to)heating and cooling load calculations, psychrometrics, equipment selection, ductwork sizing, hydronic sizing, sound and vibration control and indoor air quality.

The breadth of material covered in this course is wide enough for all experience levels. According to Corps officials, students in positions from areas traditionally considered related to design, multi-discipline construction inspection, and project management have provided positive responses after participating in the course. Instruction also includes an overview of federal contracting and design criteria requirements.

Spaces for the scheduled 1998 course are limited, but based on recent requests for additional instruction, the Corps is surveying interest for adding more training this calendar year.

For more information concerning course registration, please call Janine Wright at (205) 895-7455. For technical questions pertaining to the course, please contact Randy Miller at (205) 895-1705 or Tim Gordon at (202) 761-1773. PWD

Master Planning Tools Applied Skills PROSPECT course

After several test runs, the new Master Planning Applied Skills course is ready for full scale production. The course is four and a half days in length.

Do you want to learn how RPLANS works? Where Real Property criteria is devised? Would you also like to know how the Essential Facilities Requirements (EFR) charts are constructed and how to influence them?

This course integrates the use of automated planning tools (like RPLANS), directly into a master planning exercise. A more extensive description of the course objectives and a copy of the course plan is available on the CPW website and within the DDS [mpas.pdf and mpas-poi.pdf].

The course number is 326 and the tuition is $820 per student, with the first class scheduled during 10-14 August 1998 (9802). The class will be held in Huntsville, Alabama, at the Tom Beville Center.

Installations, Regional Support Commands, USACE Districts, FOAs and Army National Guard Sites will find this course invaluable in understanding how to use our Master Planning tools to provide exceptional master planning support to our customers.

To reserve a seat in this class, students need to submit their DD 1556s directly to the Registrar's Office. For enrollment information on PROSPECT Courses, please call Sherry Whitaker, (205) 895-7425, or Jackie Moore, (205) 895-7421. To enroll, please FAX your DD 1556 to (205) 895-7469 or mail it 60 days prior to the start of the class to the following address:

USACE Professional Development Support Center
ATTN: CEHR-P-RG, PO BOX 1600
Huntsville, AL 35807-4301

POC is Stu Grayson, CECPW-FP, (703) 428-6506 DSN 328. PWD

OPERATION ICE

January 10, 1998, looked like another peaceful Sunday when Warrant Officer Patti Shoefstall received the phone call from her company commander, Captain Robert J. Kroning, at Fort Bragg, North Carolina.

Her orders were to deploy the 1st platoon to upstate New York immediately to support the Federal Emergency Management Agency (FEMA) with their disaster relief operations. The worst ice storm in years had hit the New York region and thousands of people were left without power.

The platoon's mission was to provide power assessments and install power generation equipment as well as supply technical assistance for the six counties in upstate New York, which had been declared federal disaster areas. They were also being asked to perform staging area operations for the FEMA-supplied generators being shipped from Fort Gillem, Georgia.

Chief Warrant Officer Gerald Boortz also got a call that morning directing him to take his 3rd platoon from Fort Benning, Georgia, to Fort Gillem to assist with the shipment of the generators to Fort Drum, New York.

The 249th Engineer Battalion (Prime Power), headquartered at Fort Belvoir, Virginia, is the only active duty battalion assigned to the U.S. Army Corps of Engineers (USACE). Its mission is to deploy, generate and distribute prime electrical power in support of warfighting, stability and support operations, and disaster relief operations.

During disasters in which states ask for federal assistance, FEMA may call USACE to activate the Emergency Support Function #3 (ESF-3) cell, which provides emergency public works and engineer support in accordance with the Federal Response Plan. USACE usually directs the 249th Engineer Battalion to send one or two personnel to assist in the ESF-3 cell. The battalion then tasks one of its two Prime Power companies to support the operation.

Alpha Company is located at Fort Lewis, Washington, and predominantly responds to missions west of the Mississippi River, while Bravo Company, located at Fort Bragg, responds to missions east of the Mississippi. Both companies can be called depending on the size of the disaster and any other requirements the company may have at the time.

An advance party of three soldiers was able to leave for New York Sunday evening. They made contact with the USACE and battalion headquarters representatives manning the ESF-3 cell, established their own command and control cell, and coordinated the logistics requirements necessary for the rest of the 17-soldier platoon arriving the next morning.

WO1 Shoefstall put Sergeant First Class Smith in charge of the staging area at Fort Drum. His six-man team ran a 24-hour operation receiving, preparing and distributing generators and materials throughout the counties. They were also responsible for providing assistance to the Jefferson County Emergency Operations Center.

From the remaining soldiers, WO1 Shoefstall established five two-man teams, deploying one team to each county to assist the emergency operations centers with their power missions.

Battling freezing temperatures, heavy snowfall, treacherous road conditions, high winds and sleet, the 1st platoon soldiers endured 12- to 16-hour days for two weeks providing badly needed support to the affected areas. Cows were dying from not being milked and the teams spent much of their time and efforts installing generators to run milking machines on dairy farms throughout the area.

The teams also installed generators at shelters, nursing homes, and the St. Regis Mohawk Indian Reservation. They used their technical expertise for the emergency centers by troubleshooting and repairing generators that had already been installed. When all was done, the platoon had installed over 50 generators, conducted over 50 on-site repairs, and prepared over 500 generators for employment throughout New York.

"Providing emergency generators was clearly the focus during Ice Storm '98 and Prime Power soldiers were only too glad that they could be of some assistance in a time of such great need," said CPT Kroning. "Our Black Lions once again demonstrated how deserving they are of their outstanding reputation. The citizens of New York will attest to that!" PWD

WO1 Patti L. Schoefstall is a Power Systems Technician with the 1st Platoon at Fort Bragg.

How to size your Uninterruptible Power Systems (UPSs)

by Richard Duong

There are many types of power disturbances that cause computers and telecommunications equipment to malfunction or fail. These include voltage surges, voltage sags, noise, spikes, harmonics, brownouts, and blackouts. Most facility engineers choose to install uninterruptible power systems (UPSs) to improve electrical power quality and reliability for critical loads.

How do engineers normally size their UPSs? Sizing UPSs requires a careful analysis of the local load requirement, peak demand, standby batteries, power distribution, installation, and application-related factors.

An important concern is the possibility of a major load change over a period of several years. Other concerns might be voltage regulation, start-up surges, frequency, unbalanced loading, power factor, harmonics, transfer capability, humidity and ambient temperature.

Sizing UPSs for critical loads is a complex task and all concerns must be addressed. For foreign application, the applicable codes and standards of the country involved must be thoroughly reviewed and used to avoid future problems.

For more information or to request a copy of the UPS System Design and Installation/Maintenance Manual, please contact Richard Duong, CECPW-EE, at (703) 806-5179 DSN 656 or e-mail: richard.d.duong@cpw01.usace.army.mil PWD

Richard Duong is an electrical engineer in CPW's Engineering Directorate.

Public Works Digest

In This Issue:

Current Housing Issues . . .

✔ Homeowners Assistance Program

✧ ✧ ✧

✔ Housing Privatization

✧ ✧ ✧

✔ Business Occupancy Program

✧ ✧ ✧

✔ Neighborhood Revitalization in Europe

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